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Marketing and Business Management

Edited by
W. A. Lydiatt

A. McKim
LIMITED
ADVERTISING
AGENCY

THE OUTLOOK FOR 1921

THE year 1921 will be very much what we Canadians choose to make it.

Confidence, conservative optimism, courage and common sense are absolutely justified by fundamental conditions in Canada, and insofar as they are exercised will Canadian Business reap its reward.

Sound the right note in your *advertising!*

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

JANUARY 1st, 1921

$2.50 a Year

The Abbey Salt Girl, winsome, wholesome and healthful greets more than ⅓ of Canada's entire population many times each day she is on the poster boards of Canada. Always pleasant and engaging, she repeatedly delivers a telegraphic message. Abbey's Salt is refreshing invigorating and keeps you fit. One glass every morning means health and beauty.

There is a power of suggestion in this poster picture that could not be conveyed with a volume of words. The ever increasing popularity of Abbey's signifies that the suggestion is being readily acted upon.

The Abbey Girl poster along with their business man's design not only promote adequate sales but protect the company from infringments as they both exhibit a huge colored-to-life fac-simile of the Abbey trade mark package.

POSTERS provide the last word at the point of purchase. Prominently placed in shopping neighborhoods, they drive home the manufacturer's selling message where and when it is most helpful to the retailer.

POSTERS have proved their effectiveness in creating, stimulating and maintaining consumer demand. With no lapse between insertions, your advertising is continuous, powerful in its reiteration, permanent in its impressions.

There's a place for POSTERS in your sales plans which no other medium can fill.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association of Canada

OFFICIAL REPRESENTATIVES

E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO.		HAMILTON
HARRY DUKER, LIMITED		VANCOUVER, B.C.
A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL

W. W. SCANE, Secretary, CHATHAM, ONT.

Memo for the New Year

1. Farmers' Issued Every Week Beginning February 3rd, 1921

2. Farmers' *First* on Canadian Agricultural Advertising Lists

THE fact that so many shrewd and successful advertisers use Farmers' Magazine as the spearhead in their agricultural advertising campaigns in Canada is of great significance.

It is a fact that they expect more of Farmers'; it is one of the most active selling elements in their campaigns; *it is used exclusively in the farm field by several large manufacturers.*

Advertising in Farmers' Magazine is a highly profitable investment because it sifts 2793 communities throughout Canada: it goes straight to substantial, influential agricultural families—over 35,000 strong.

A glance at Farmers' shows why this is so. It is not an ordinary farm paper—it is a high grade magazine publishing regularly a greater number of departments of interest to farm families than any other publication in Canada. Of course it results in greater reader-interest.

Therefore, concentrate in Farmers' Magazine. Complete information supplied at any time.

ISSUED EVERY WEEK BEGINNING FEBRUARY 3rd, 1921

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

The Farm Family Paper for Fifty-Five Years

FOR more than half a century this farm family paper has been held true to its course, always striving for a bigger Canada and a better agriculture.

1866 *1921*

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED FOUNDED 1866

LONDON, CANADA

Born and Grown with the Dominion of Canada

It is a farmer's paper first, last, and all the time

Fearless, constructive criticism, common sense, good judgment, fairness and courage have always characterized the editorial pages of The Farmer's Advocate and Home Magazine and have won for it an international reputation for broadmindedness and integrity, and the well-earned distinction of being the leading agricultural journal of the Dominion—a title still unchallenged.

Holding to our strong editorial policy and possessing a reader confidence firmly-rooted in the goodwill of thousands of the best farmers of Canada The Farmer's Advocate and Home Magazine presents an opportunity for advertisers to secure business of the right class such as is not possible through any other medium in this Country.

Any advertising agency will furnish full information as to the circulation and rates, or we will be glad to mail them anywhere, upon request.

THE WILLIAM WELD COMPANY, LIMITED

Member A.B.C. Since Start

London, Canada

Publishers

The Farmer's Advocate and Home Magazine

"The Paper With a Punch"

¶ ACTUAL town and city* circulation of EVERYWOMAN'S WORLD is considerably greater than any other national publication.

¶ Total urban circulation of EVERYWOMAN'S WORLD by buying centres is 80.1% of the 103,628 *net* paid (A.B.C. statement).

¶ EVERYWOMAN'S WORLD offers the most exclusive urban home market, reaching the largest buying clientele of any Canadian magazine.

*Based on towns and cities of 2,000 population and upwards.

WITHIN the past three months, without the aid of canvassers, contests or inducements of any kind, we have forged ahead in circulation.

Advertising space is now sold on the guarantee that our daily net paid sales are approximately five thousand copies a day in excess of those of any other two Halifax newspapers.

While other Halifax newspapers admit they have lost thousands of subscribers during the past few months The Herald and The Mail are selling advertising space on the guarantee that we have gained.

W. H. Dennis
Vice President

The Halifax Herald
The Halifax Evening Mail

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 1 TORONTO, CANADA JANUARY 1st, 1921

1921 TO BE BIG ADVERTISING YEAR

Changed conditions call for increased advertising, representative advertisers tell MARKETING. Few who will curtail expenditures more than offset by many planning larger appropriations. Many changes probable in mediums used. MARKETING'S survey of the outlook.

THE expenditure for advertising in 1921 will be greater than in 1920, generally regarded as a record year.

Many advertisers are making increased appropriations, not only to cover the increased cost of advertising space, but to provide for more advertising, considered necessary to overcome the increased resistance to sales, and secure a profitable volume of business.

Indications are that there may be a smaller *volume* of advertising than usual during the first three or four months of the year—but that this will more than be made up as market conditions become more stabilized at the new price levels.

Numerous changes are forecast in the mediums used. Advertisers who are planning an appropriation "about the same" as last year, must, on account of the generally higher rates, use either less space, fewer insertions, or fewer mediums. Probably mediums least favored in the past will be dropped, and the advertising concentrated in the better mediums.

Other advertisers will drop publications regarded as weak, and increase their expenditures in others. A few will drop out of publications to use posters or street cars, others will "go more into farm papers," still others into magazines. And quite a number plan to "do more direct-by-mail advertising," while newspapers will continue to be the chief reliance of many more.

Probably there will be more changes in respect to the mediums used than in any previous years. Under changed conditions there is a tendency to "try something new" due, doubtless, to the feeling that something "different" is required. In the general shuffle each class of media is likely to lose some old standbys, and gain some new patrons.

ADVERTISERS ASKED AS TO PLANS

These conclusions are based on MARKETING'S survey of the situation at the close of the year. A large number of representative Canadian advertisers responded to our request for information as to their 1921 plans.

"Are appropriations being increased," we asked them, "to provide for the same or more space, insertions and mediums, at the increased rates? Or will less space, fewer insertions or mediums be used, making the same appropriation as last year go as far as possible?

"Will there be changes in the mediums used? Will newspapers, or magazines, or farm journals, or trade journals, or posters, or street car space be more extensively used? Are direct-mail campaigns being planned to strengthen selling effort?

"A few have suspended their advertising. Is it likely more will do so —or will the need for more aggressive selling result in increased advertising activity?"

Of nearly a hundred advertisers heard from directly, ninety per cent. will advertise to the same or a greater extent,. as compared with 1920. About half of these state it as their intention to spend the same appropriation as last year—the other half plan to increase their appropriations, at least sufficient to provide for the same amount of advertising. Only seven expect to do less advertising, one of these none at all.

WHAT ADVERTISERS SAY

If it were possible to quote specifically from the many letters received it would add greatly to the value of this forecast. The biggest advertisers in Canada disclosed their plans to MARKETING quite frankly, but under promise that their names would not be quoted. But it is permissible to quote extracts from some of their letters, without disclosing the writers' identities, as typifying the general advertisers' attitude toward the coming year.

Taking them as a whole the spirit and determination shown in the numerous letters received clearly indicates that there is nothing downhearted, no uncertainty about the future, in the minds of representative Canadian business executives.

"Never have we been more impressed than now" says one, "that the proper course to follow is to increase advertising appropriations, rather than decrease. We have so much confidence in the future that we are convinced that the only thing that will enable us to get all that we should get is to constantly keep our materials prominently in the minds of consumers. Indications are that in addition to using the mediums that we have used during the past year, that the space in these will be increased, and that additional publications will be included. It is also our intention to follow more closely direct-by-mail advertising."

"Advertisers will be unanimous, we think, in the belief, based on the experiences of the last few months, that a state of affairs exists which demands the most aggressive measures in the creation and preservation of permanent business," says another. "That competition to-day is as keen as it ever was is manifest, and the indications are that the future holds prospects of even keener competition, if the volume of business of the past year is to be duplicated or increased during 1921. In many instances manufacturers, by reason of the prosperous conditions pre-

vailing last year, and the resultant augmentation of their facilities to meet the demand, now require—must have—the business to employ their equipment. Hence those who will suspend their advertising are very few and, in our opinion, not representative. Our appropriations are being increased to provide for the same space, insertions and mediums at the increased rates."

This advertiser also emphasizes direct-by-mail advertising as an important feature in his plans for 1921, and he further comments: "In our opinion there will necessarily be increased advertising activities to cope with and further a contemplated plan for far more aggressive selling, due to the hesitancy of the public at large to purchase even the most necessary commodities. A good deal of business that was turned aside during 1920 will have to be sought during 1921—and that by many 'bidders.' Competition will drive advertisers to the advertising media appropriate to their respective businesses, for *production* is the solution of the present unsettled state of affairs."

Readjustment Period Will be Short

"It is not our opinion that we are facing anything more than a short period of readjustment of prices," says another large advertiser, "and we cannot feel that 1921 is going to be a bad year. On the other hand we look forward to much better business after the first of the year. Any change that may be made in our appropriation will be in the line of an increase. The appropriation we start out with is an increase over last year's, and in spite of abnormal conditions we expect to carry on as originally planned."

In none of the letters received is there any attempt to "put on a brave front" in the face of any serious situation, imagined or real. Indeed, our letter suggested no need of encouraging words for a worried business world. But it is apparent that many recognize that the need is to "get down to business." Plenty of business is to be had—but it is no longer likely to come easy. We'll have to get after it—and keep after it. This view is well expressed in a story, which we are assured is a true one, told in one letter:

"Three golfers came to a tee fronting a water hazard" it says. "Two of them replaced the balls they had been using for old ones. Both drove into the pond. The other chap, not so good a player, boldly selected a new ball. His drive took him beautifully across the pond. In explaining his action he pointed out that his two frinds had prepared for failure while he, on the other hand, had prepared for success. They got what they expected, so had he."

"Our advertising program calls for a full-steam-ahead policy in 1921," says this advertiser. We are "preparing for success!" He quotes this extract from an article by L. B. Jones, of the Eastman Kodak Company, in a recent issue of Printers' Ink, as expressing his attitude:

> "The really dangerous peaks and valleys to the advertiser are not those of the seasons, but the peaks of prosperity and the valleys of depression. The advertiser who spends wildly when his factory cannot fill orders, and buries his advertising appropriation under the old apple tree when business is bad, isn't an an advertiser. He's a publicity plunger."

He sees no reason to consider other than a progressive, expanded program Steady increases have characterized his sales efforts. "We use advertising to build sales" he says, "and we can't expect the latter if we don't keep up the former."

Will be More Particular as to Mediums

It is the personal opinion of another writer that actual money shortage will cause some firms to suspend or curtail their advertising. With those corporations in strong financial positions more aggressive publicity will doubtless be the rule. "We are not contemplating any reduction in the amount of our advertising, "he says, "and will follow our policy of steadily increasing publicity. However, we do intend to strike from the list some of the least productive mediums, and substitute others from which better results can be expected. Our appropriation will be increased enough to cover the rising cost of the agate line."

"We do not anticipate making any reduction in our advertising appropriation" another says, "simply because of the fact that industrial activity is easing up. We are not what might be termed national advertisers, but we believe that in times such as may be expected for the next few months, a more aggressive advertising campaign, if anything, would be advisable."

"Our principal commodity has been thoroughly introduced to consumer and trade" says another letter after stating the intention of "carrying on for the year practically on the same basis as during 1920." We do not feel that we could afford to curtail advertising, as our experience has been that as soon as this action is taken the sales immediately drop."

"Our appropriation will be about the same," and "We will do as much, or more, advertising during 1921" or "We expect to continue along the same lines" sums up the substance of most of the other letters received. Direct-by-mail advertising is marked for increased attention and use during the coming year in a number of letters. Increased use of this form of advertising, more than any other, is indicated.

Newspapers Criticised

The daily newspapers come in for strong criticism in several of the letters received. These writers are not disposed to show any consideration to newspapers, in the difficulties with which they are faced because of increased newsprint costs. Any sympathy due the publishers on this account is lost sight of, on account of the campaign carried on by so many daily newspapers to demoralize the market, in their reckless attempt to bring prices down regardless of consequences.

"In view of the alarming conditions as published by the newspapers, who seem to be organized to precipitate almost a panic in the public mind," says one advertiser, "we are naturally very diffident about adopting a policy in publicity for 1921 until further assured what conditions will really be. While we hear, through the newspapers, the long and unsettling story that trade and commerce is going to smash, we are still in the peculiar position of not being able to procure anything like sufficient raw stock to keep our factory going at proper speed to reasonably look after the orders which are offered."

As far as this writer is concerned his

What Canadian Advertisers Will Do

A summary of Canadian advertisers' replies to MARETING'S inquiry shows that for 1921:

50% will spend more

40% will spend the same

10% will spend less

for advertising than as during the past year.

There is a strong feeling that rates asked are too high. There is also evident a general disposition to cut weaker mediums off lists and concentrate in stronger ones.

opinion is "that space in newspapers for a product other than for immediate purchase, is becoming less valuable and much more expensive every year. This feeling will certainly be reflected in our plans for 1921."

"There seems to be considerable dissatisfaction among advertisers at large," says another, "over the fact that most of the publications have not seen fit to reduce their rates as yet; and this dissatisfaction is augmented by the fact that these papers were so ready to conduct a great campaign about the reduced prices that were going into effect, thereby badly disorganizing the market of so many manufacturers.

"The manufacturers now feel that it is their opportunity to criticise papers for not having come forward to bear some of this burden by reducing their advertising rates." This writer believes that the time most advertising should be done is when goods are hard to sell. On the other hand, curtailed manufacturing schedules result in curtailed advertising, he thinks, as the majority base their advertising on the number of units produced. Newspapers, in his opinion will continue to be the outstanding mediums for advertising, and he believes, present the best medium at the present time.

Another advertiser is inclined to favor increasing bill board space and reducing newspaper and magazine space. "While bill board space has increased in price," he says, "do not consider that it has increased at the same proportionate rate as the newspapers and magazines.

Are Increased Rates Warranted?

"There has been a great deal of talk by the publishers," he continues, "about the increased cost of paper, as an excuse for largely increasing advertising rates, and a lot of propaganda to the effect that both advertising and subscription rates have been too low. Simply another excuse for raising their rates. Has anyone noticed any effort on the part of the newspaper publishers to get after the paper manufacturers —and how many of them are interested in pulp companies? One exception to this is Mr. W. F. MacLean, and if a few more publishers would get after them in the same way, I believe it would put a stop to further increases in advertising rates for some time. It looks to the writer as though the publishers were in danger of "killing the goose that laid the golden egg."

There are other advertisers who show similar resentment toward the newspapers, due to the increases in advertising rates, aggravated by the newspaper campaign for lower prices to consumers. "Whilst the general trend of merchandise prices is downward," one letter argues, "an industry which is fed with its raw product from one of the natural resources of the country, which increases the present paper costs, or is contemplating still further increases, is doing an injury to the manufacturing industries of the Dominion. Where newspapers, magazines and other publications are increasing their advertising rates for next year over present rates, we are not contemplating placing any advertising at increased rates. The possibility will be that we will adopt some other means of advertising," he concludes.

Another advertiser who states an intention of refusing to make new contracts for space in any medium where the rate shows an increase over existing contract is the Canada Cement Company. Exception is made in quoting this advertiser since his intention has already been given publicity in the *Farmers' Sun*, from which we quote:

> "The *Farmers' Sun* recently received a letter from the agency which handles the publicity for the Canada Cement Company, the huge $30,000,000 cement combine, emphasizing the fact that Mr. F. P. Jones, Vice-President and General Manager of the cement company, refuses to advertise in any paper whose advertising rates have advanced in price over the figures for last year. He does not take into consideration the fact that the cost of paper is over three times as high as it was; that the cost of ink, lead, labor and a hundred and one other commodities entering into the publishing of a paper, have also made abnormal advances. Mr. Jones, rightly or wrongly, is determined that he will get his advertising at the old rates.
>
> "In this connection it will be interesting to note how he intends to treat the public in the matter of cement. In pre-war days people paid $1.60 per barrel for cement—now they are paying $4.00 per barrel and we are assured there will be no reduction for the coming year, but if anything, the price will be higher.
>
> "The *Farmer's Sun* is not anxious to see prices mounting. But no industry in the country has suffered more from increased cost of doing business than the newspapers. They are unable to carry on unless they get higher rates for their advertising."

Newsprint Double Cost of Two Years Ago

The *Sun* is undoubtedly correct in stating that the newspapers will be unable to carry on unless they get higher rates for their advertising. The rates most advertisers will be required to pay during 1921 are based on last year's costs, and not on the further increases which are now effective. Even the new 1921 advertising rates announced show an average increase over pre-war rates of about 100%—yet it is believed the 1921 prices of most manufactured lines, after drastic cuts are made, will be on a level as much over pre-war prices, in most cases.

The question of higher rates, however, must be left the subject for another article in which their causes will be analysed. At this writing there seems no possibility of rates being reduced in any publication, without a reduction in the service rendered—and advertisers will find it necessary to arrange their plans for 1921 accordingly. This many will do by reducing the number of insertions, or the size of their advertisements, or the number of mediums, if it is necessary to keep within the limits of previous year's appropriations.

This fact seems to be generally recognized, and indications are that the value of different mediums will be scrutinized more strictly than ever before, and the less valuable be dispensed with. Few publishers but will have to "show cause" for a great deal of the advertising secured in 1921.

How it Looks to the Agents

Marketing has also heard, indirectly, of the evident plans of many additional advertisers through information gathered from various advertising agencies and publishers' representatives, to whom a similar inquiry was made. While their reports are more general, they nevertheless support the conclusions arrived at from the letters received from advertisers.

"The advertising outlook as we see it as this date," says one agency, "is decidedly rosy. Not because old

What American Advertisers Will Do

At the annual meeting of the Association of National Advertisers a few weeks ago the results of a questionaire showed that for 1921

65% will spend more

20% will spend the same

15% will spend less

for advertising than during the past year.

There was evident the same feeling that advertising rates cannot remain at present high level, and that during 1921 a dollar of advertising must spread thin in places where it has been reasonably heavy.

clients are increasing appropriations or because they are giving us the same amount as last year, but rather because of other new clients. Some advertisers are attempting to absorb rate increases without increasing their appropriation. Others are increasing appropriations to take care of rate increases. In only one instance has an advertiser cancelled insertion of advertising because of lack of buying."

Another agent looks for a substantial increase, but from clients on his books last year. He expects that space will be slightly increased. None of his clients shows any disposition to cancel insertions or reduce advertising because of any doubt regarding conditions. While there is generally a little feeling of uncertainty, all business institutions, he thinks, can look forward with confidence to a substantial growth and a sound business development during 1921.

Another does not anticipate a greater general expenditure for advertising next year, but foresees more careful expenditure. Another considers the outlook exceptionally bright. Of his clients, those having already decided their 1921 appropriations have all authorized increases. He expects a bigger volume of advertising.

Another agent states that his clients, with only one exception, are not curtailing their advertising in the least, while prospects for new business are considered exceptionally good. He regards the "buying strike" as having been brought on by the newspapers. "The attitude of the public," he says, "has been engendered by the editorial policy of a number of newspapers which have been featuring drops in prices in a way that has led the public to believe that we are on the verge of a return to pre-war prices. The only thing wrong with conditions to-day is the fact that people have got the obsession that they should not buy at present prices, and by refusing to buy each other's goods they are practically putting each other out of business."

One Montreal agent is of the opinion that rates have gone too high, and reports that several of his clients are refusing to do business with publications where they cannot renew at the same prices as last year. This is unfair to some of the publications, he agrees, where advertisers have benefited from old contracts brought forward. He refers to "noticeable price recessions in the U.S. field" but MARKETING has been unable to learn of any striking examples to support this statement. The information we get is entirely contrary. He looks for a similar expenditure in 1921 with 1920, the losses on one side being balanced by gains on the other.

A Western agent reports that advertisers are cutting down space or dropping out the weakest mediums on their lists to provide for increased rates. He is developing new accounts, and at present is working on more than at the same period last year.

ADVERTISERS PLANNING VIGOROUS CAMPAIGNS

A hustling publisher's representative who gets around among advertisers and agents a great deal, reports no particular tendency, in the face of increased rates, either to increase appropriations or cut down insertions. He find the breaks about even in this respect. He finds the advertising agents very optomistic. They contend that 1921 will be as big a year as ever. One agent expressed the view to him that January and February would be quiet, but that March would come back stronger than ever, and that the remaining ten months of the year would be the best this country has ever known. Though the present season is quiet, perhaps unusually so, a certain lull during December and the first of any new year is to be expected.

Another publisher's representative states that large advertisers seem to be planning for just as vigorous campaigns as formerly. The volume of space may not be increased, but the expenditure will be larger because of higher rates. He mentions several large advertisers who will use usual space, which at increased rates means larger appropriations. Publishers look for a greatly increased volume of local advertising after the first of the year, he says, and on this account some national advertisers will run larger advertisements less often.

Publishers seem anything but discouraged over the outlook. "Good," says the business manager of one large daily. "The majority of the advertising agencies tell me that their orders for next year include practically all this year's clients, many of them with increases, and quite a number of new ones or old ones coming back bigger and stronger than ever.

The usual Christmas season curtailment of national advertising was heavier this year, he says. "Advertisers, in the face of generally increased rates, are apparently not increasing their appropriations to provide for the same or more space. At present there seems a tendency to cut down space or insertions or drop some mediums and get as big a spread as possible.

"Some advertisers refuse to pay present rates; Walter Baker as an instance is not running with us this season; our rates are too high. On the other hand,————————is going to advertise with us next year about four times as much space as we have ever carried, and the rate is 100% more to-day than when we carried their largest advertising two or three years ago.

"Advertisers like Lipton's, who have been out of the papers for some time, are coming back next year stronger than ever, regardless of the increased rates. They seem to feel that newspaper advertising is still, by long odds, the least expensive and most efficient sales facility at their disposal.

"We are receiving many inquiries from advertising agencies for specific market data that shows us clearly that many manufacturers who have been order-takers for the past few years are realizing that they have got to get out to-day and sell their goods —and they are preparing to come back and win public favor through the advertising columns of daily newspapers. It is quite evident that competition is again taking its place in selling, and newspaper advertising is, I believe, going to share in the new effort to a greater extent than ever before."

NEWSPAPER RATES NOT INCREASED UNDULY

Speaking of newspaper rates and increased cost, this publisher points out that "too many advertisers do not realize, and I suppose it is the newspapers' own fault, that newspaper advertising rates, in the majority of cases, were not advanced anywhere near in ratio to advances in other commodities from 1914 to 1919, and that about the time the apex had been reached in prices of most other commodities, newsprint, labor and other newspaper costs started up the incline at a rapid rate.

"The advertising rates asked to-day are, in our case, 100% more than in 1916. In 1916 we were paying $41.20 for paper; to-day we are paying $130. and the price for January 1921, is $140. Next year I have to dig up over $100,000 to take care of increased costs, made up of about $70,000 for newsprint, $23,000 for postage, and the balance for wages and other overhead."

He asks MARKETING to tell the manufacturer to "quit howling about the retailer using so much space in the daily newspapers. One of the finest sureties for good business

(*Continued on page 28*)

HOW THE ENGRAVER MAKES YOUR PLATES

Some details of the making the simplest plates, which every buyer should know, yet doesn't unless he has been through a modern engraving plant.

Written for MARKETING by an Engraving Salesman.

IF you've never been through a modernly - equipped engraving plant and watched each of the numerous processes involved in the making of even the simplest of line engravings you have overlooked an opportunity to pick up some useful knowledge.

Until you have seen the various steps from docket to delivery boy you can hardly appreciate the work and skill involved in producing the results which you accept so casually, if satisfactory, and kick about so knowingly, if not strictly up to expectations.

You might better understand why the results you want cannot be produced unless the right kind of copy is furnished. You would see how often the engraver is expected to make up the shortcomings of poor copy—how often he is asked to do the impossible—how often the customer's instructions are vague or "impossible"—and how so much unnecessary "rush" work makes the cost of engraving seem unreasonable.

You would begin to understand that engraving is not a manufacturing industry, but is very largely an art. Though produced by mechanical processes, engravings are not "turned out" mechanically, not at all in the way that electrotypes or stereotypes are duplicated.

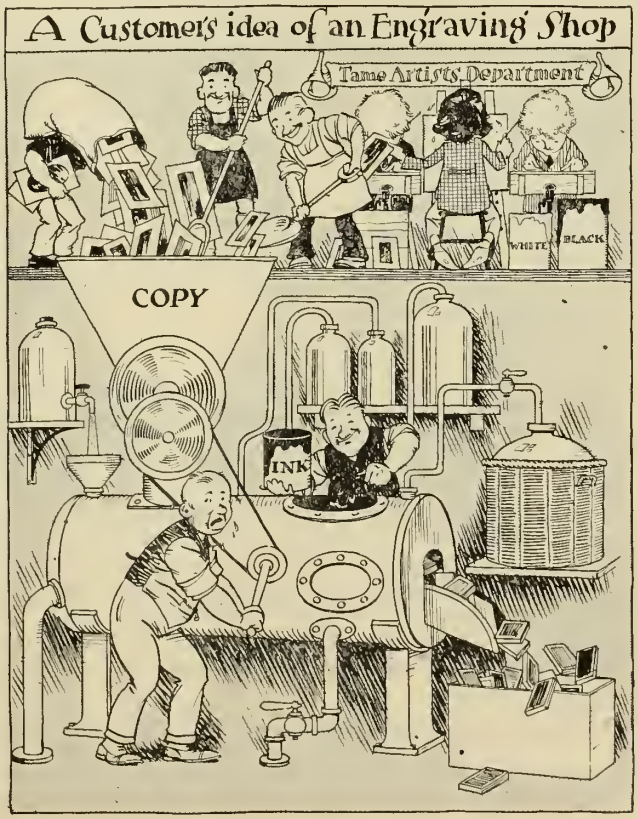
Seldom is an engraving duplicated. Each is a separate piece of work. Each is subject to the vagaries of the photographic process, with which even the most artistic and skillful photography and developing will not always insure perfect results. At any step in the several processes involved, anything less than perfect results may mean a ruined job. Fixing it up is often out of the question. No salvage is possible, beyond the value of the scrap metal, which is but a small part of the expense.

Every buyer of engravings should make it his business to arrange an early visit to the engraver's "studio." He should be able to pick up many pointers that would help him get better results. He would surely learn something of the limits and possibilities of the engraving process. He would realize, perhaps for the first time, that engraving is subject to many pitfalls and mechanical difficulties, yet is largely a product of skillful and artistic handling, rather than the exact output of purely mechanical processes. Even the apparently simple and insignificant-looking line engraving (don't say "cut") must pass through many hands and risk many hazards before it is ready for the printing press.

It may interest you to follow a little square inch of a line engraving through the shop and see just what it has to go through from the time you hand it to the engraving salesman until you sign for its delivery.

When your copy reaches the engraver's office a *docket* for the job is first made out on which are entered the details of the work. The job is given a number, which is written on the copy—and it goes through the shop by this number.

Copy and instructions are then sent to the office of the *Engraving Superintendent*, where a record is made of number, time received, when wanted, and any special instructions as to finishing, etc. It is also examined for its qualities of reproduction. It then goes to the foreman of the *Photographing Gallery*, where another record of the job is entered.



The job is then handed to one of the *Operators*, with any special instructions that may be necessary. The copy is mounted on a frame in front of the camera under a strong light. On the ground glass of the camera is a scale in fractions of inches, and the camera is adjusted to secure a negative of the exact size required. The requirements of focus for clear, sharp, clean reproduction are the same as in photography. The photograph is then taken, and your copy transferred to gelatinized negative form, in which it goes to the *Stripping Room*.

Here the negative is thoroughly dried and covered with a transparent rubber cement to strengthen the film. After being again dried it is covered with plain (liquid) collodium, this to facilitate its transfer to another glass plate by the process called "stripping." This is done by placing the negative in a bath of acetic acid, which frees the gelatine film from the glass plate without injuring any part of it. The film is lifted from the original negative glass, with utmost care, and transferred, face down, to a clean sheet of plate glass. A number of other similar negatives may be transferred to the same glass plate to complete the "flat."

This plate, after drying, is ready for printing (in the photographic sense) on metal, and therefore goes to the *Printing Department*. Here a thin and highly polished plate of pure zinc, previously cut to correct size and sensitized with a solution of albumen and bichronate of ammonia, is placed in a machine and whirled rapidly over a gas heater so that an even solution is dried on it. This

sensitized plate of zinc is now ready to record the photographic image of the negative. For this purpose it is placed in a heavy printing frame, with the glass negative pressed in close contact with it by means of screw clamps, and subjected to the strong light of an arc lamp. "A "print" is thus made on the zinc, which is next thoroughly and evenly covered with a special preparation of etchers ink, put on by hand with a roller.

The zinc plate is now developed in running water by the use of wet absorbent cotton, rubbed over it very lightly. No chemicals are used. The portion of the plate exposed to the light, through the negative, is insoluble in water, while all unexposed parts are soluble. The etching ink is thus dislodged from the unexposed surface —the ink adhering only to the print.

The zinc plate is now ready for the *Etchers*. In this department the plate is first dried and dusted with a red powder known as dragon's blood (really a chemical compound). This powder adheres only to the etching ink, or in other words, the print. The plate is then heated over a gas burner and the print thus "burned in." The back of the plate is painted with an acid-resist varnish-shellac. The plate is now ready for the acid bath or *Etching Process*.

The chemical used in etching zinc is nitric acid, which is sprayed on the printed surface of the plate in an enclosed machine operated by an electric motor. This machine is known as an acid blast. The acid operates only on the plate surface not covered by the negative print. After five to seven minutes in the acid bath the plate is considered to have had one "bite." It is then removed, washed in running water, and dried. The lines will now be found to stand out slightly in relief.

Dragon's blood is again applied, this time with a soft brush, brushed in four directions. The powder adheres only to the top and sides of the raised lines. The dragon's blood is again burned in, this being necessary to "back up" the lines so that they will not be undermined by the action of the acid.

This process is repeated three or four times before a depth is obtained between the lines sufficient to give the required printing surface to the finished engraving.

The etched plate now goes to the *Proofing Room*, where a flat proof is made for a first inspection. If no accidents have happened to spoil the work of any part of the plate, it is sent to the *Routing Room*, where the waste metal is cut away and open spaces cut deeper by a routing machine.

The next step is to the *Finishing Room* where the engraving is checked up with the original copy and any ragged or broken lines are repaired by hand engravers. It is now ready for mounting, on wood or metal base as required, planed down to type high thickness, mortised, if necessary.

From here it goes to the *Proofing Room* again. Finished proofs are pulled and submitted by the proofer to his foreman for O.K., and he, in turn, refers any doubtful work to the superintendent. The completed engraving is then sent to the *Shipping Room* for wrapping and delivery to customer.

Throughout these processes your copy and engraving has been handled by at least fourteen different individuals. At every turn the human element enters into the result produced, none of the mechanical processes insuring exact results except through the skill and attention of a careful and experienced worker.

This merely traces the processes necessary to produce a small zinc engraving—the simplest and least expensive of engravings. Half-tones and color engravings are, naturally, much more intricate and are handled by different processes and by highly paid artisans who are experts in this class of work.

From the detail involved in the simpler engraving as described it will be appreciated that the engraving art —and it is an art—is much more than a mere matter of photographing a picture on a piece of zinc, dipping it in acid, nailing it on a block of wood and rushing it back to the customer on an hour's notice—as thoughtless buyers sometimes appear to imagine. A score of opportunities occur for things to happen which "queer" the job in process. These are more likely to occur with rush jobs.

And speaking of rush calls attention to this besetting evil of the engraving business. "Rush" is often the only thought of some who order engravings. The artist may take his time, the finished drawing may lie around for frequent inspection. Or it may be ordered on the morning before it is desired to have it appear in the thousands of copies of the next day's paper. But the engraver is called in at the last minute and every third word of the instructions is "rush" in capital letters, triple-underlined. He is desired to make up all the lost time which preceded his part in the production of the advertisement or catalog.

The wonder is that engravers so often attain as satisfactory results as they do, in the bustle of the everlasting haste bugaboo that is made the most important feature of so many orders. And it so often happens that the engraving which is ordered, and delivered, in this great rush, lies around the customer's office for hours or days afterward before it is actually made use of. It should prove interesting to compile records, if it were possible, to show the proportion of jobs sent to engravers as rush jobs which are actually not wanted in a hurry. There is nothing

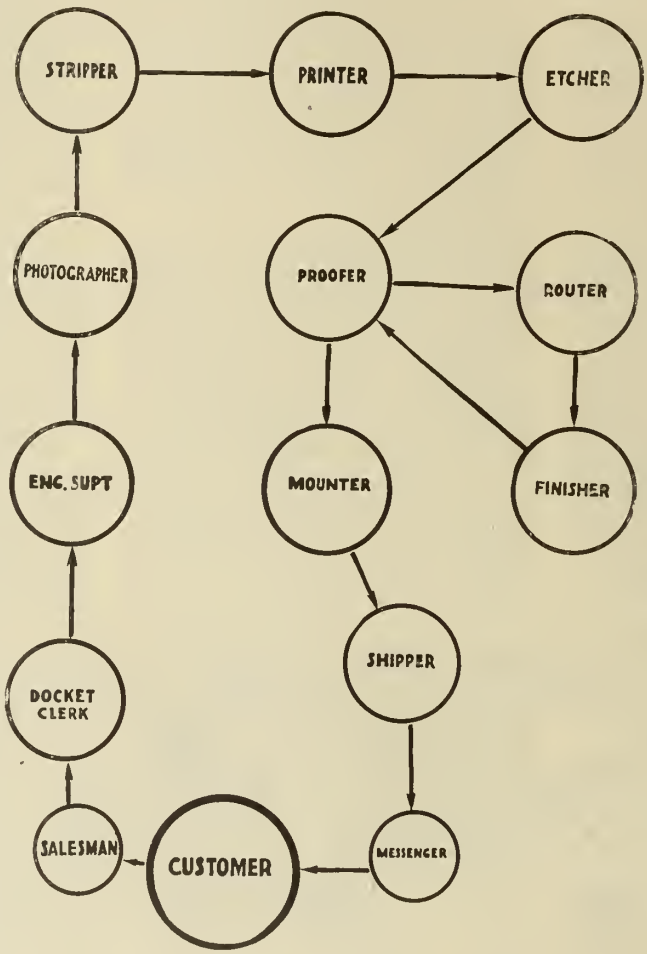


Chart showing progress of engravings as described in accompanying article

Protecting the Advertiser Should there be a Downward Market

Some think that with the announcement of newsprint prices for 1921 the peak has been reached. It is hoped—and many confidently expect—that the next adjustment in price will be downward.

The Globe does not know, but it proposes to extend to its advertisers for twelve-month periods the advantage of any drop in advertising rates which may take place, just as it has protected them for twelve-month periods against the periodical increases which have taken place in newsprint costs.

The Globe's 1921 General Advertising Rate Card contains this provision, and it will thus be made a part of every contract. Copies of the rate card may be had from the publication office or any branch advertising office.

Advertisers who have contracts with The Globe will continue to receive protection against increased rates for twelve months. Contracts under the new rate card will have the additional advantage of reduced rates if, as, and when, announced.

The Globe
TORONTO

Member Audit Bureau of Circulations

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

GREAT BRITAIN—T. R. Clougher,
Royal Colonial Chambers,
17 Craven St., London, W. C.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

Predominating Medium in Canada's Greatest Market-Place

Some Do's and Don'ts in Ordering Engravings

Don't order engravings with dimensions marked both ways (width and depth) and expect it to come out right, unless you have accurately calculated them. The enlargement or reduction must be proportionate, one dimension controlling the other. Give only the essential dimension, (either width or depth). The other dimension must take care of itself.

Don't mark your copy with any measurements but inches. Column measurements, ems or lines are not accepted by engravers, owing to doubt of the exact measurements intended. Give all necessary instructions in detail, carefully marked on or attached to your copy. This is especially important if you are ordering engravings by mail. If possible, it is always advisable to deal directly with a competent engraving salesman. He will take a personal interest in your work, and will be able to advise you intelligently in any case of doubt.

Don't expect your engravings to be better than the copy furnished. The camera will not lie in your favor. It is real economy to furnish the best of copy. When drawings are necessary it is usually advisable to order them from the engraver, as a staff of competent artists is maintained by most engravers who are specialists in drawing for reproduction. In this way responsibility for the final results (printing quality) is definitely placed.

Don't order cheap engravings. The wise buyer knows there is no economy in cheap work. The difference in price between a "cheap" way and the "best" is so small when distributed over the total cost of any printed matter, that it is hardly worth consideration.

Don't order an "electro" when you mean a half-tone. (This is a common mistake). Or a half-tone when you mean a zinc etching. The engraver may catch your error, but it may cause considerable inconvenience to both parties before an understanding is reached.

Do allow the engraver time to produce a good engraving. Rush work is always at the risk of good work.

Better results are sometimes secured if, when ordering, you state the use to be made of the engraving, or the stock on which it is to be printed, attaching a sample if possible.

Drawings for reproduction should be made larger than engraving desired, usually twice the size, or more if much detail is to be shown.

Take the engraver into your confidence; explain your wants, your expectations, what medium you intend using. If competent, his advice is valuable, and may save you time, disappointment and money. Send your work to a first-class engraver, furnish good "copy," order engravings suited to the character of the medium, and *give him time*—and you are not apt to be disappointed.

More discouraging to a conscientious engraver or engraver's salesman who is trying to measure up to requirements, to make a special effort to get out a rush job—perhaps deliver it personally so as to be sure it gets there on time—only to see the unused plate on the customer's desk several days later. He might be excused for getting mad—but after much experience of this sort he has learned patience and prefers peace, and merely smiles—and takes the next demand for "rush" less seriously.

Familiarize yourself with engraving processes. Ask the engraver some time to let you see your own work going through the different processes. Doubtless he'll be glad to explain each phase of the work to you. If you fear that any such familiarity with his limits and difficulties would prevent your jumping on his neck every time your unreasonable demands are not met, stay away from his plant, remain in ignorance and make him dance to your discord, as long as he's willing to try, if that's the kind of a cuss you are!

* * *

A bulletin from the Audit Bureau of Circulations announces the dropping from membership of the *Toronto World*, on account of failure to pay the regular quarterly dues. The last audit was made for the period ended September 30th 1919.

* * *

The Cowan Company held its annual sales convention in Toronto during the week of December 13th.

* * *

Copy schedules for T. &. B. Tobacco, (Tuckett's Limited, Hamilton), are going out to a selected list of newspapers from Smith, Denne & Moore, advertising agents.

* * *

SELLING BETTER BULL IDEA TO FARMERS

An advertising campaign based on the idea of increasing profits for the producer without increasing prices to the consumer

Written for MARKETING by W. M. CHISHOLM, B.S.A.

IN planning their "Better Bull Campaign," the Ontario Cattle Breeders Association, under the supervision of Ontario Department of Agriculture, and with the assistance of the Dominion Department of Agriculture, had to reckon with a certain antagonism in the mind of the farmer against propaganda that apparently presumed to teach him his business. This antipathy was more or less inarticulate but it existed.

Many recent advertising campaigns have been directed at the farmer. He has been urged to work harder and to spend more. Some of these appeals, notably those of the "produce more" variety, have been peremptory rather than persuasive. The sight of his farm journal was beginning to suggest to the farmer another lecture from an expert who was prepared to do anything for the depopulated rural communities and understaffed farms short of going "back to the land."

A campaign designed to add something to his pocket book without materially increasing his present chores must have caused the farmers of Ontario to open their eyes in pleased surprise.

The "Better Bull Campaign" is frankly of that order. There is no scolding or "lecturing" of the farmer. The "produce more" slogan has been discarded although the fact that an increased production of beef and butter is guaranteed by the use of well-bred bulls is insisted upon throughout. All the invective is hurled at the scrub bull. "Scrub Bulls Produce Poverty—Pure Breds Produce Wealth," is the lesson ham-

Dealer Service

MANUFACTURERS and distributors who realize that the best way to create a "buying impression" with the farmers of Manitoba, Saskatchewan and Alberta, is to advertise in the Nor'-West Farmer, are receiving effective co-operation from our special Dealer Service. We are using the four trade journals illustrated here to acquaint the retail trade with lines the demand for which is guaranteed by publicity in this paper.

Full page advertisements in each of these papers carry illustrations of trade-marks and names of representative Nor'-West Farmer advertisers. A series of these advertisements will appear regularly, bringing to the dealer's notice leading lines that are effectively advertised.

The general merchants, implement dealers, hardware dealers, and the automotive trade are thus advised of what national advertisers are doing to increase sales to farmers. Evidence is being presented to prove that good advertising is a guarantee of quality, quick turnover, and profit.

Our Advertisers' Service Bureau welcomes requests for information on our Dealer Service as it affects your product.

"Published to Promote Good Farming"

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A.B.C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
413 Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

mered home by the campaign. No mercy is being shown the scrub and the educational appeal to the farmer is carefully designed to produce desired results without creating the faintest resentment through "teaching the farmer his business."

Farm, daily and local papers are the media chosen to carry the advertisements. Illustrated newspaper articles written by leading Canadian live stock breeders are being furnished to the papers. Farmers using pure bred bulls are provided with metal signs for display on their farms. Movie films and lantern slides of good and poor stock have been prepared. Actual cases of improvement—sire, dam and progeny—are shown. Photographs of steers at Toronto Stock Yards, where one-third of the beef cattle in the Province are sold, have been taken. These include steers sired by good bulls, and which brought high prices, as well as steers sired by scrubs, and which realized low prices.

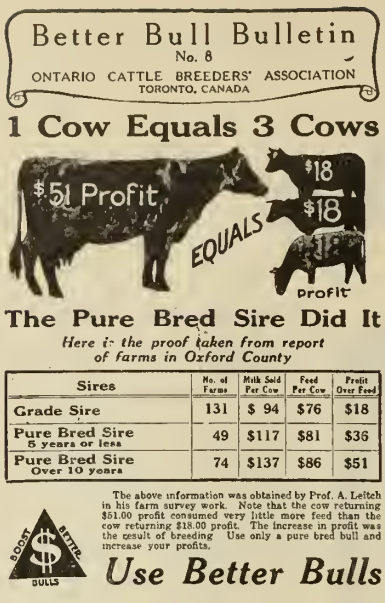
At the Toronto Exhibition, and at fall fairs generally, large canvas reproductions of some of the newspaper advertisements were shown. Enlarged photographs of good and poor stock and posters demonstrating the profits that accrue from the use of well-bred animals, were used.

Much printed advertising of a miscellaneous nature is being distributed to banks, schools, county representatives and agricultural societies. Every piece of literature that is sent out is connected up to the campaign with the campaign symbol, a triangle surrounded by the slogan, "Boost Better Bulls," and carrying conspicuously the dollar sign.

Object of Campaign

The central idea of the campaign is to attract not only the attention of the farmer but to enlist the support of all interested in live stock. The rural banker, county agricultural representative, executives of fall fairs and exhibitions are also being appealed to.

Educational work in connection with the campaign is being carried on among the county agricultural representatives appointed by the Department of Agriculture. The co-operation and confidence of these men has been enlisted. At the outset they were made to realize that they were an essential part of the campaign organization and their suggestions have been found to be most practical and helpful. Each representative is kept fully informed of the progress of the campaign and is kept abreast of the work being done in other counties. A copy of each advertisement is sent them before insertion


Better Bull Bulletin
No. 8
ONTARIO CATTLE BREEDERS' ASSOCIATION
TORONTO, CANADA
1 Cow Equals 3 Cows
$51 Profit
EQUALS
$18
$18
$1
Profit
The Pure Bred Sire Did It
Here is the proof taken from report of farms in Oxford County
Sires | No. of Farms | Milk Sold Per Cow | Feed Per Cow | Profit Over Feed
Grade Sire | 131 | $ 94 | $76 | $18
Pure Bred Sire 5 years or less | 49 | $117 | $81 | $36
Pure Bred Sire Over 10 years | 74 | $137 | $86 | $51
The above information was obtained by Prof. A. Leitch in his farm survey work. Note that the cow returning $51.00 profit consumed very little more feed than the cow returning $18.00 profit. The increase in profit was the result of breeding. Use only a pure bred bull and increase your profits.
BOOST BETTER BULLS
Use Better Bulls

and they are provided with electros for use in their local papers.

Field work in eight Ontario counties has been undertaken for the first year. Actual demonstrations are being given. Field men are giving lectures and assisting the farmers by helping them to choose good bulls as well as dispose of the scrubs. A complete analysis of each county has been made, listing every farmer, and stating what breed of cattle and kind of bulls he keeps. It is planned to take in a number of additional counties next year.

Newspaper advertisements have been prepared in a series of "Better Bull Bulletins." These vary in size and are illustrated with photographs of stock and diagrams. The first and largest of the series gives a general survey of the situation. It shows that Ontario has 500,000 dairy cows

Better Bull Bulletin
No. 9
ONTARIO CATTLE BREEDERS' ASSOCIATION
TORONTO, CANADA
Which of These Lots of Steers Did It Pay Best To Raise?
The two lots were practically the same age and were sold at the Union Stock Yards at West Toronto on the same day.
The upper lot were bred from grade cows and sired by a grade bull. They made an average weight of 780 lbs and sold for 8¼ cents a pound, an average return per steer of $61.50.
The lower lot were bred from grade cows and were sired by a pure bred bull. They weighed an average of 1,500 lbs., and sold for 16 cents a pound, an average return per steer of $240.00.
Even allowing a great deal for better feeding in the one lot than in the other, the pure bred sire accounted for a great difference in these steers.
Which lot would you rather raise?
BOOST BETTER BULLS
USE BETTER BULLS

from inferior bulls, which, were they replaced by well-bred cows, would mean an increased dairy revenue for the Province of $16,500,000. It further demonstrates that better breeding of beef cattle would bring twenty-three million more dollars. These amounts divided among Ontario agriculturists are already beginning to look pretty good to the farmers who are now glancing askance at the contemptible scrub sire.

The second and third bulletins deal with beef and dairy cattle respectively. They show that "Better Bulls" mean indisputably more dollars for the same amount of labor expended on scrub stock.

Another bulletin tells "The Story of Two Calves" in word and picture. The moral is obvious even to the man who does not know from which end of a cow the milk is derived. In defiance of arithmetical rules, one advertisement announces, "1 Cow equals 3 Cows." The proof is shown in that the one cow, which was pure bred, earned for her owner $51 compared with a total profit of $54 from three inferior cows.

"Why Use a Good Dairy Bull?" is answered conclusively in Bulletin No. 12 which depicts three generations of dairy cows. The grandmother, a scrub cow, produced 3,874.6 lbs. of milk and 192.6 lbs. of butter for one year. Her daughter, sired by a good bull, doubled the output, while her granddaughter, also sired by a pure-bred bull, quadrupled it.

With such compelling educational advertisements it is not surprising that Ontario farmers are getting after the scrub bull with the meat-axe, or that they are beginning to think there may be more in the slogan "Produce More!" than they imagined.

Striking testimony to the effectiveness of the "Better Bull Campaign," so far as it has gone, is afforded in an interview with Mr. H. A. Dorrance, Representative of the Department of Agriculture for the county of Dufferin, given in the Toronto *Globe*. Mr. Dorrance has co-operated enthusiastically with Messrs. L. E. O'Neill and J. A. Mackenzie, the Field Representatives assigned to the Campaign. This team work has produced excellent results.

"I cannot tell you just to what extent Dufferin has been affected by the campaign," Mr. Dorrance said, "but I have come in touch with a sufficient number of instances to enable me to judge somewhat of the general result. To my definite knowledge, since this work began, ten farmers have changed their scrubs for pure-breds; eleven who had not formerly owned a bull of any kind have bought

(Continued on page 26)

Let Us Be Frank

An Open Letter to Eastern Canadian Advertisers and Agencies

Dear Friends—and Others—

THE ISSUE The Advertising Boycott on The Guide is founded on two major premises

(1)—That the advertiser has a right to spend his money where he pleases.

(2)—That if enough pressure can be applied, through the withdrawal of advertising, a paper will change its policy.

To these we make the following reply—

(1)—The advertiser has a perfect right to buy space wherever he wishes. Value received is the only correct measure to use.

(2)—The Guide will not change its policy. This policy is not dictated by any one man or set of men. It is founded on the New National Policy for which The Guide is, in Western Canada, the official spokesman. The Guide is owned by 36,000 farmers—is the official organ for these and over 50,000 other farmers and is backed by a company having a $2,600,000 capital and nearly a $2,000,000 reserve fund.

THE PAST For years The Guide has, through sheer merit and in spite of individual boycotting, carried more advertising than any other farm journal in Canada.

In 1919 most of the present Boycotters used The Guide along with other Western farm papers. All but one of them used more space in The Guide than in any other paper. Many have since told us that "on a value and service basis" The Guide is "first on the list."

THE PRESENT To-day The Guide offers a guaranteed circulation of 90,000—an actual of over 80,000—both figures larger than that of any other farm paper in this field. The 10,000 subscriptions required to meet our guarantee are being sent in to us by voluntary farmer canvassers. Until the guaranteed figure is reached, any advertiser billed at the 72-cent rate will be automatically rebated *on his invoice* for the shortage our average for the month falls below the guarantee.

The Guide rate is 72c. per agate line—4/5c. per line per 1,000 homes—lower than the average for this field or Eastern Canada. The proportionate rate has not been changed on the last two cards.

Except for Display Livestock advertising (for which we are not competing) The Guide carries more farmers' advertising, and more commercial display out of Winnipeg, Western Canada generally, Eastern Canada and the United States, than any other farm journal published in this field.

On top of the superiority in general service The Guide is giving its advertising clients the benfit of an exclusive merchandising service on which it is spending approximately $20,000 a year. Full particulars may be obtained from any office given below.

THE FUTURE The Guide believes the Advertising Boycott against it is unsound and will ultimately fail for the following reasons:

(1)—The fiscal issue on which it is based is essentially political not commercial.

(2)—The "direct action" tactics employed by the Boycotters savour of a form of Bolshevism which is repugnant to the decent minded citizen.

(3)—The editorial policy of The Guide is the property of the readers. Destroy their confidence and you have eliminated its value as an advertising medium.

(4)—If the Boycott could succeed its very success would kill it. For other interests would arise to bribe a purchaseable press. Then it would be a case of the highest bidder from month to month.

The Guide is taking active steps to inform its readers on all phases of the Boycott and to enlist their support of Guide advertisers. This includes the following details:

(1)—Editorials and news articles in the paper—usually every issue.

(2) Monthly notices to all the officials of the organized farmers in Western Canada through our house organ "The Secretary" for distribution at meetings of the locals—3,000 locals—90,000 members.

(3)—In second issue of each month a classified list of last month's advertisers—names, address and products.

(4)—Coupons in each issue and distributed by direct mail getting lists of future major purchases such as autos, tires, farm machinery, musical instruments, life insurance, farm lighting plants, stoves, furnaces, water systems, paint, lumber, roofing, furniture, fencing, gas engines, etc. To these are sent an up-to-date list of Guide advertisers in the lines indicated. These names are furnished Guide advertisers as prospects.

With this service to its clients The Guide faces the future with confidence. Let us reiterate it frankly—largest farm journal circulation in Western Canada (90,000 circulation reaches better than half the English-speaking farm homes)—no guessing contests, no premiums—a rate lower than the average—an extensive and exclusive Merchandising Service now in its fourth year—and co-operation that not only influences favorable reader-interest in your product but actually goes out and digs up prospects. Ads—your ads—this ad—should produce results. Write, wire or phone our nearest office and say—"Give or bring me full details of your service as outlined in *Marketing* for January One."

That reminds us—Happy New Year. We enter it with confidence and hope it'll be as good to you as we feel it's going to be to us.

The Grain Growers' Guide

WINNIPEG, MANITOBA

Offices also at
53 Yonge St., TORONTO **MONCTON, N. B.** **1478 Broadway, NEW YORK**

Members A. B. C.—C. N. N. and P. A.

WHAT YOU CAN SELL THE CANADIAN FARMER

Study the farm field. It yields big sales to those who cultivate it intelligently. What the modern farmer buys—a survey of his characteristics and needs. From an address before the Montreal Publicity Association.

By F. M. Chapman
Editor Farmers' Magazine

CANADIAN country life has bred the most skilful farmers, the most intelligent rural citizens, and the most engaging farm houses to be found anywhere in the whole world. This assertion is made after a most intimate study of, and association with, the average sized farms of Canada. Sprung from the best blood of a pioneering people, the Canadian farmer, owner, active manager and intelligent student of community affairs, has laid well the basis of our splendid democracy. Their sons and daughters have made their way as recognized leaders in business, in industry and in the professions. In fact their intelligence is easily comparable to that of the leading groups of citizens over all Canada.

One may be pardoned for developing a little enthusiasm in dealing with our farmer and his achievements. His pioneer work in conquering a huge country of rich soil and great natural loveliness demands our best admiration. He carried to all wilderness settlements, an eager desire for education, for pure democratic government and for a pure religion. He was fervently patriotic to a country around which he had woven such a high ideal. Thus the farmers of Canada have always been the sheet anchor of responsible government and of stable conditions.

He has exceeded all nations in this regard. Republican Rome held the farmer in high regard. Varro, the most learned of the Romans, left us the world's best practical book on farm management. A survey of Roman literature will further illustrate my point. We have only to mention Cato, Virgil Horace and Cincinnatus, at his plow to give a starting point for our thoughts of the great part agriculture played in building Rome.

True, old and "Merrie England" has a splendid history of Yeomanry behind her wonderful life. Suffice it to say that in a population of 2½ millions in England of the 17th century, no less than eleven-twelfths were engaged in agriculture. Great Britain laid a foundation for her modern greatness from the homes of her splendid agriculture.

Recently the European nations have had their farmers liberated from a second rate place that too many of them had occupied. Conspicuous examples of the new order, can be noted in the farmers of Denmark, Ireland, Belgium, France, Switzerland, Italy and in Germany.

In comparison with these tillers of old land farms, the farmers of Canada stand in splendid isolation and, I feel sure, my estimate of their strong position will not really do the subject justice. It is true, I have not mentioned our neighboring republic. The American farmer is so closely allied to the Canadian farmer in his setting and in his problems that our statement might easily have included him in the tribute. But there is some difference, and that little difference shows to the credit of the farmer in this northern zone. For if we believe in ethnographical reasons for the development of a rugged people, we must give greater credit to the type that grew north of the 49th.

Our Farm Population.

Canada has about 4,000,000 people engaged in agriculture, the largest industry, and one that employs the most people in the whole of Canada. Roughly the last census has shown that we had more than 700,000 farms in Canada, the majority of which are man-sized farms and 89 per cent. occupied by owners. These are to be found in every province from the Atlantic to the Pacific.

The last census shows that we had in Ontario over 225,000 farmers; in Quebec 160,000; in the Maritimes 107,000; in Alberta 62,000; in Saskatchewan 97,000; in Manitoba 46,000 and in B.C. some 19,000.

I might digress to explain that these farms include all acreages from one acre up. But allowing for the farms, so-called, under eleven acres, there still remains the big percentage of 73 of farms over 50 acres, and of 86% over eleven acres, while the greatest percentage is of farms between 100 and 200 acres.

Another census is now under way. It will show in the prairie provinces an even greater growth in agriculture over these figures, as these figures were over those of the census of 1901.

It must be flattering to us as Canadians also to know that over 85% of the farmers are owners and operators, a fact that puts us away ahead of our sister republic where tenancy, especially in the middle west, is becoming to be one of their big problems.

Startling, too, is the fact that the last census revealed that only 11.25% of our land was occupied. The coming immigration has to be reckoned with.

The average value of the farms of Canada in 1911 was nearly $6,000, a figure that should be corrected to something nearer $10,000 in the next revision. The total wealth of these farms figures out to the huge sum of 4¼ billions or to give an estimate in to-day's valuations, I would say that it would run around 8 billions of money.

The Kind of Man He Is

Let me correct any possible opinion that may exist, as to the character of the man about whom we are immediately concerned. The farmer is a man similar in tastes, needs and ideals to the rest of humanity. He wears clothes, eats food, and sleeps in a bed. And while pioneer circumstances may have wrought out curious improvisations in these fundamental bodily requirements, the farmer who has succeeded him, has changed those enforced shifts, just as the sickle has been dropped for the self binder, the homespun for the finished worsted. The farmer to-day is a big business man and a manufacturer of finished products in many lines. He produces improved animals, seeds and fruits, and uses the most modern scientific implements as his servants. In fact, he awaits even now many new machines to put his business upon a better basis. And in this business he must have farm equipment of all kinds, while the home needs and their satisfaction have only to be seen to

Get After the Bigger Buyers!

THAT'S what "we-want-real-results" advertisers will be doing in 1921. Fewer mediums will be used, and they will be selected on the basis of *prospective volume of business per reader reached.*

Big, bulk circulations at high rates must give way to smaller, more select and bigger-average-purchasing-power class circulations like that of FARM AND DAIRY—where advertising cost is lower per buyer, and sales-yield higher per reader.

The dairy farmer remains Canada's biggest buyer in farming communities. His needs and buying power continue unimpaired. His income is regular—not limited to certain seasons. His requirements, and his ability to supply them, exceed those of any other class of farmers. He is the readiest buyer of up-to-date equipment and modern conviences for both farm and home.

This is as true to-day, next spring, summer and fall, as it was last year or any year before. Relatively he will be a bigger buyer than ever.

Your advertising can prove profitable only to the extent it reaches probable buyers. The closer you analyze the situation—the more critically you investigate circulations—the more certainly you will use FARM AND DAIRY—the best buy in the Canadian farm field.

FARM AND DAIRY

A.B.C. Member. Reports on Request

Canada's National Dairy Magazine
Official Organ of Dairymen's Associations
PETERBORO, ONTARIO

Advertising and Color Rates on Request

have our eyes opened to the wonderful improvement over even the farmer of twenty-five years ago. The best of us underrate the modern farmer. His use of machinery and manufactured goods is a revelation to every one who takes the trail to all the good farm centres. Urban people are liable to regard him as they saw him pictured years ago.

If anyone here doubts these statements, I would strongly advise him to make an auto tour of personal inspection over a wide range of good country, with his eyes open to see the currents of life, and I venture to say that it will be a revelation to him, both as to the intelligence of the man on the farm, and probably more so as to his buying powers, and his needs that have to be satisfied with modern goods.

In order to visualize this big field, this farm market, for our manufactured goods, let us for the sake of clearness divide our subject into three or four sections.

1st. The Farm Equipment Section

2nd. The Home and its Furnishings.

3rd. The Personal Needs and Use.

Farm Equipment

The equipment necessary to successfully operate a modern farm is considerably more elaborate than in the pioneer days. Fewer hands on the farm mean more power to the hands that remain, so that every device and machine to lessen labor and increase the output are called into play. The farm of to-day is well-fenced with a rapidly increasing use of woven wire, steel gates and even steel posts. The importance of this feature alone is more significant when I tell you that the average 50-acre farm requires from one to two miles of fencing. The buildings, of course, demand the great expenditures and in them are used many thousands of dollars of staple goods.

Here the farmer must invest in lumber, shingles, cement, nails, locks, hinges, ventilators, pumps, stable equipment for cattle, horses, hogs and sheep, with litter and feed carriers, harness, and such machines as fanning mills, weigh scales, cutting boxes, root pulpers, grinders, elevators, often threshing machines, gasoline engines or electric motors, sawing machines, pulleys, belting and a multitude of minor tools.

I have visited many recently equipped farms as well as being familiar with farms and farmsteads all my life, and one would probably be surprised to learn that the average 100-acre farmer in starting anew must invest anywhere from $1,000 to $3,000 in machinery and equipment. Many an auction sale to-day will total around $2,000 for second hand tools and machinery.

Investigations carried on by Prof. Archie Leitch of the O.A.C. in three counties in Ontario each given to different types of agriculture, show that the farmer is a big consumer of farm machinery and of building machinery of all kinds. Almost every farmer owns some size of gasoline engine, many have two or more, while others are hitched up to wind or water power if not to hydro or other electric companies.

Perhaps the manner in which the tractor has invaded small farms has been the greatest revelation of all to our business men. During 1915 and 1916 it was our privilege to urge upon the Ontario government the great impetus to production that ought to be given by way of the tractor. The idea was taken up in earnest and the results which have followed that demonstration, proves the point that if the farmers are not using more machinery and modern conveniences, the fault is with the demonstrators, that is with the manufacturers themselves, for the field is a big one, waiting for many things where publicity and demonstration will put them.

I find the most serious discussion of the merits of the tractor among men with farms under 100 acres, and I personally hired a neighbor's tractor on my own farm this year which did the work much cheaper than it could have been done with horses. The farmer is a close student of this power and will continue to be a potential buyer of power machines on an ever increasing scale, always of course accepting the fact that no one is going to throw the whole financial field into the reverse economically.

Take case of the auto. So universal is its use among farmers that I scarcely need reaffirm the old facts. In the government reports, it is shown that 60% of the autos are owned by farmers and under my own observation in a private investigation 66% of the farmers owned one car and in many cases two, and only about every fifth car was of the cheaper type. The Ontario Government states that about 33% of the farm owned cars are of the cheaper make.

The Ontario Government statistics in 1918 showed that out of 101,815 cars, only 36,699 were owned in cities. The good roads movement is one of the incentives to a more liberal operation of farm cars and trucks for purely business reasons. In fact the way that the modern farmer has seized upon the power devices to aid him in his work and his living conditions, is a revelation to those who only look at agriculture through an office window.

As I said before, we have several types of farmer. The specialist in livestock, the specialist in dairying, the specialist in fruit farming, etc. Besides there have been, recently, developments on quite an extensive scale in flax growing, in sugarbeet raising, and in tobacco culture, while fox breeding is a new livestock field into which many are thinking of making a venture.

Each of these demands especial types of machines. The fruit grower must be acquainted with sprayers, spray poisons, and fertilizers. The dairymen has to know a Babcock tester, a milking machine and a cream separator. It is because so many of these interests overlap in the same farm, that the needs of the average farm are so varied and great. The farmer is indeed a scientist, an undertaker of business, a skilled manager of labor and a laborer as well. He is a business man of no small kind.

The average production of the dairy cows of Canada runs about 3,500 lbs. of milk. Our business farmer begins to test his cows, to feed more concentrated food, to rotate crops so as to get the maximum protein, carbo-hydrates and fat out of the soil. He studies blood lines of the pedigreed animals, follows the general laws of heredity, and so evolves a better cow. Thus not only does he get her to produce 3,500 lbs. but reaches yearly totals of 10,000 to 15,000 lbs. Whole herds are gathered together this way as have been done with Ayrshires in Quebec, with the Jerseys, and with the Holsteins over the whole of Canada. To do this requires business ability, integrity and perseverance of the highest kind and of such is the kingdom of our good farmers.

A. H. White, the Dominion Senior Dairy Promoter has recently published some interesting figures. The total number of cows in Canada is 3,547,137. Out of this number only some 22,517 are recorded, but in this work the average per cow production has been raised to 5,522 lbs. of milk. A few of the herds have made averages up to 11,366 while 10,000 and 9,000 lbs. averages are common. The farmer as a business man is pushing this work for he sees the big increase in per man production in the Dominion. For did we raise each of our cows from the average to the recorded herd average, it would mean an addition of some $260,000,000 to the wealth of the country.

(Continued on page 32)

Let The Homes of Canada Reflect The Nation's Prosperity.

CANADIANS have every reason to feel optimistic, courageous and self-reliant to-day—to look to the future with calmness, optimism and confidence—to work energetically, to live happily and to enjoy the refinements, comforts and home-life of a well educated, progressive and prosperous nation.

As a Toronto "Globe" editorial so truly stated:—

"In the topsy-turvy world of to-day, few nations have a better outlook than Canada, the well-being of which is based firmly upon the fertility of her boundless fields."

Greater Interest in Home Improvement

One of the most impressive evidences of the progressive and prosperous condition of the Canadian nation is the great interest that is developing in the beautifying and improving of our homes. More care and more thought are being given to the furnishings. Greater consideration is shown for beauty and harmony. An atmosphere of cheerfulness, brightness and attractiveness is being carried throughout the home.

It is really surprising how readily an ordinary, unattractive living room can be transformed into a real home, to which it is a pleasure to live, by the magic of beautiful, yet not extravagantly expensive, furniture.

And in view of the solid, prosperous condition of the country, and the outlook for a promising future, Canadians should feel encouraged to proceed with the beautifying and improving of their homes with better furnishings.

Nothing that you can buy will give you and your family as much pleasure, comfort and solid satisfaction as beautiful furniture.

The Influence of Furniture in the Home

Beautiful furniture brings an atmosphere of cheerfulness and brightness into every room. It delights the eye. It gives comfort and rest to the body. It brings entertainment to the mind and has a refining influence on character. It gladdens the heart. It is the pride of the owner.

A beautiful library table or a luxurious chair costs no more than a hotly-made suit. A Chesterfield or more than a suit of furs. There is true value of adapted furniture are obtainable for the price of an ordinary motor car. Other things last but a few months or a few brief years, whereas good furniture lasts more than a life-time.

During the last decade there has been a remarkable change and improvement in the appearance of furniture.

Modern furniture designers have examined these beautiful homes the "Period Designs" of the old masters, but have not copied their work, because many of the old masterpieces were either too frail or too cumbersome for utility.

Modern Designs for Average Homes

While the average family might not care to furnish their homes with the original work of the old masters, the modern reproductions and adaptations of them, as produced by Canadian furniture craftsmen, ideally meet the present-day demands for furniture that combines art and beauty with comfort and utility.

Modern Canadian furniture is noted for the excellence and economy of its construction as well as its artistic appearance. There are no more skilled craftsmen operating wood-working machines, no more distinctive surveys of patterns that enrich the furniture, no finer stuffed creations, no more careful polishers, stainers and finishers, no better upholsterers, than are working to-day in Canadian furniture factories.

Moderately Priced Suites and Pieces

And this beautiful, modern, well-made Canadian furniture is obtainable, in moderately priced suite and individual pieces, as well as in the more elaborate and expensive suites.

From the cradle to old age, from the cottage to the mansion, there is Canadian-made furniture suitable for every purpose and every pocket-book.

The well-rounded advantages of Canadians are greater than those of almost any other race. We are living in prosperous times, and in a country with a glorious future. The days are commencing with the dawn of the year to prosper to be the most progressive and prosperous in the history of the Dominion, and Canadians are well advised to brighten up their homes with better furniture.

"Better Furnished Homes Mean Greater Happiness"

This announcement is inserted by

THE HOME FURNISHINGS BUREAU

Bank of Hamilton Building Toronto, Canada

NOTE—The Home Furnishings Bureau does not sell furniture—it spends all of any kind. Its object is to disseminate information regarding the furniture of Canadian homes. If you need books will be pleased to give any information you desire about suitable furniture for your home.

Reduced from large size

Proofsheet No. 14

Western Ontario is a Market of "Homes"

The Home Furnishings Bureau whose advertisement is reproduced, knew this—that thriving, thrifty progressive people were making them better each day.

They knew too that the London Free Press went into the homes of the majority of residents of the district. That's why they chose the Free Press as their exclusive medium in London to reach these home makers.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 1 JANUARY 1st, 1921

The Question of Cost

The feeling among advertisers that advertising rates must come down, as revealed in MARKETING's survey of their plans for 1921, is natural enough. Everybody's demanding lower prices, regardless, and it is to be expected that advertisers will take with publishers the same attitude their customers take with them—that is, to pause in their buying and seek reductions, just as jobbers and retailers and consumers are now doing in practically all lines.

There is this important difference to be taken into consideration, however, between the prices charged for advertising space, and those prices which manufacturers, wholesalers and retailers have been getting. For four or five years of climbing costs the selling prices from month to month in practically every line of business have kept pace. Prices of most goods have been based, not merely on the cost of those goods, but on replacement values.

Advertising rates, however, have not followed the "market." The rates *actually paid* for advertising space by most advertisers during the past year were those based on costs of a year previous—although the publisher's costs had gone up meantime by at least 50%. The increased rates which now appear in many estimates for 1921 advertising are those fixed during the past year, and based on costs during 1920—since when the publisher has had to meet further increases, notably print paper and postage.

The situation which so many manufacturers face at present, of having to market manufactured goods at cost or less than necessary margins over cost, is one which publishers have been experiencing during the past couple of years. If any evidence of this is needed it is found in the number of publications which have been forced out of business on this account.

Due to the practice of accepting contracts for a year, and of accepting extensions for a year "at the old rate" when any increase was announced, the publisher's selling price has been about a year behind the market for his raw material and labor—and with his costs jumping as they have done during the past couple of years, this has been a serious matter. It is poor business practice, of course, and the publisher has had to suffer for it.

There is no indication that the price of newsprint will be lower in 1921 than in 1920. It starts out considerably higher, and should there be any decline it is not likely to be below the 1920 level, Postage, which is no inconsiderable item, increases with January 1st to three times the former rate—with a further increase to go into effect next year. Labor costs will be higher, if anything.

With these further increases going into effect, and rates actually paid by most advertisers based on the lower costs of a year previous, it appears ridiculous to talk about publishers charging too much. Advertising rates today average less than double those of 1914. The prices of a good many commodities will still have to come down considerably before they reach as low a level, on the same comparison.

The advertiser will have nothing to gain by stubbornly forcing more publications out of business. Many of them will find the going too hard in any event. Unreasoning refusal to face the facts of the situation fairly will only contribute to undermining the strength of many other established publications, to the serious disadvantage of all advertisers. Strong newspapers, affording an entry into thousands of homes, are not built in a day—and those unable to weather the storm of the next year will not soon be replaced.

It is to be hoped, therefor, that agents and advertisers who rely on the co-operation of newspapers to keep business on a steady level during 1921 will do their utmost to see that worthy publications get a square deal. Any reduction in advertising rates is impossible without a corresponding reduction in costs of publication, except by lessening a publication's value as an advertising medium.

It seems up to the advertiser and advertising agency to meet the situation, making the advertising dollar buy more in 1921, by making the space used more valuable. There is much to be gained in this direction. It can be done through better copy, by eliminating comparatively worthless mediums, through closer co-operation between advertising and sales departments and with retail outlets. Just as more will be required of every salesman, though his travelling expenses remain high, so more must be required of each salesman-in-print, though the cost of carrying him to prospective buyers is higher.

The cautious advertiser will pass up bargain mediums offering the lure of low rates in the knowledge that, under existing conditions, such publications are pretty certain to prove "seconds." Instead he will concentrate in mediums of unquestioned strength and endeavor, by his use of the space, to make it worth more.

* * *

Any man who thinks the country is going to the dogs is barking up the wrong tree.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Can New Men Cover the Territory Thoroughly?

"We believe in switching our men from one territory to another" states the salesmanager of a large motor company. "As soon as a man's returns begin to dwindle then we change him to another district."

An Ohio concern differs with this view. They claim that as soon as they feel that a salesman is competent to sell their line and is actually making good they never think of making any change in territory. In this way the salesman becomes thoroughly acquainted with his field and the merchants in it. If his sales show signs of falling off the sales manager looks into the matter and usually succeeds in putting renewed vim into the salesman.

"The best of salesmen go stale at times," says the company's sales manager, "and when this occurs I usually write some letters full of confidence in my man and succeed in making him feel that he should live up to our expectations. Sometimes I have to go out to his territory and talk to him and if he has the right stuff in him he usually comes back to his former average without any need of switching. We believe that we lose more sales from a man who is new on a territory than we do while bracing up a man who has become slack. Of course, this only holds good where we feel that the salesman is a good man."

The tendency among many large companies is to keep a man on a territory as long as possible, providing he has the right stuff in him to start with. "Give the man his field and let him run it" is their motto. However there are quite a few who disagree with this practice—habitually shifting their salesmen.

What do you do—and why?

* * *

If your price is below the market bear down heavier on your price than your trade mark in advertising. The public will make it their business to remember the trade mark.

* * *

Reaching the Right Man

A western concern with several salesmen on the road did considerable direct mail advertising. Their literature consisted of expensive booklets intended chiefly to interest the prospect before the salesman called. In many cases the salesmen reported that the concerns they called on had never see the booklets.

The company decided that the weakness was not in the booklets but in their mailing lists. Instructions were sent to all salesmen that when handing in reports the names of the chief executives and advertising and salesmanagers of all prospects must be included. In this way the company was able to check up its lists and address the literature to the man who would be most interested in it. Better results were noticed at once.

A One-Cent Introduction

The manufacturer of a toilet soap found that his product was not taking with the public as he had hoped it would. His advertising pulled some sales but not sufficient to satisfy him. He had samples distributed from house to house but this didn't seem to increase his sales to any great extent.

Finally he made an arrangement with a concern operating a chain of drug stores to put on a one-cent sale. Every purchase of 25c or more entitled the customer to a cake of his soap for 1c. The returns were very satisfactory and soon after his sales showed a healthy increase. Now the soap manufacturer has a steady business.

"I believe, that the average person fails to take samples seriously," he says in relating his experiences, "unless the sample is a food product. Most of my soap samples, if they were used, lost their identity before having an opportunity to impress their trade name on the user. When a person pays for something, if only a cent, he is bound to have more interest in it. I knew I had good soap but had to impress the name of it on the people. When they had to buy my soap there were usually sufficiently interested to look at the name. I left it to the advertising department to keep the name in their minds. We have used the 1c. sale idea several times since and found that it is usually effective in getting attention."

* * *

Friction, more than hard work, wears men out. Get together and stick!

* * *

Salesmen as Collectors

"Make every salesman a member of the credit department," claims the head of a large western concern, "and half your troubles of collecting are over." This house places some of the responsibility on the salesman for collecting the amount due. It makes its men realize that goods not paid for are only half sold. It is exceptionally strict on refusing credit to dealers past a certain point. This means that a salesman with dealers who are slow to pay must refuse their orders, thus bringing down his sales average. This point is emphasised to the salesman and he does his best to keep the dealers paying their accounts when due.

"We feel," said the president, "that salesmanship consists not only in getting orders but getting business, and getting business means getting the money for the goods sold. We have impressed this so strongly upon our men that our dealers are usually kept paying on time. Yet we haven't lost much business by it, either."

"The salesman who cannot collect the money is as bad as the salesman who cannot get the orders," he argues.

Other sales-managers hold a contrary view, however, arguing that it lessens selling efficiency to saddle salesmen with collection duties.

Covering the Missed Call

Your salesman goes out with a list of prospective buyers, but of these how many does he actually succeed in talking to?

Some firms who do not keep a record of the number of successful calls that their salesmen make are under the impression that few prospects are missed. As a matter of fact many salesmen average from twenty percent. upwards in missed prospects. Understand that this has no reference to the number of sales made: merely the number of men whom the representative has not succeeded in talking to.

The salesmanager of a concern selling office supplies made a thirty-day trip over the road, during which time he called on about 200 buyers, of whom he was able to talk to all but thirty-six. On his return to his office he began to think of the men he had missed. He figured that he had failed to see 18% of his prospects. If his other salesmen averaged the same in missed calls his house was not getting the results that he had always figured on. There was room for more co-operation with the salesmen.

His salesmen now hand in lists of the men called on but not seen, and a letter signed by the salesmanager is sent to each prospect expressing regret that the representative was unable to talk to the buyer when he called and making suggestions for a trial order, the salesman having advised the home office of articles which the buyer might be interested in. To make the offer more attractive an extra 2% cash discount is allowed providing the order is received within a certain time.

The company states that this plan has been found very successful, and in the two years the scheme has been used it has brought in orders from about 8% of those written to.

Salesmen are not expected to make sales to every prospect they call upon. An important part of their work is to establish a point of contact between the prospect and the firm. A well written letter is frequently able to do this almost as well as a personal call.

* * *

A well installed system will eliminate the slow drag in business.

* * *

Work

"Work is more than scurrying around, missing interviews, jumping all over town, looking rushed to death and having every minute full—of something. Work is busy-ness which accomplishes; it is putting the ax where it cuts, not hacks. Work is concentration. Work means results. Not blind, haphazard, frenzied, surface scratching bring results; but real work, digging-in every minute and keeping close tab on your watch."

—*Henry Ford.*

* * *

The approach on the service basis usually brings results.

Another Record Smashed In Kingston

The Daily Whig's circulation (A.B.C. figures) averaged *6,358* for November and *6,410* for the first two weeks of December.

The Whig is a big paper in a small city. Put it on your list of advertising mediums; it will produce results.

The Only A.B.C. Paper in Kingston or within 100 miles

Advised Retailers to Take Losses

THE present falling off of prices has brought about a dead-lock in business says a large wholesale house with offices in Toronto and Montreal. This company believes that this dead-lock is caused to a great extent by retailers who are stocked with goods bought when prices were considerably higher than they are now, trying to dispose of their stocks at prices which will enable them to at least break-even, but these prices the public will not pay.

In an effort to persuade the dealers to cut their prices and so move their stock, replacing them with goods bought at current prices, this organization is circularizing their salesmen explaining the position of the market and trying to assist them in informing the retailer how to move his stock and do his buying to the best advantage.

A sales executive of this organization says:

"The substance of our advice to retailer's at the present time is to *make a rapid turnover of stock at the lowest possible price*, as we feel *it is better to take a short sharp loss now than to spread his losses over the coming year* when there is always an uncertainty that business will fall to a lower level which would leave the retailer in a bad fix indeed. The present season is probably the most opportune time for quick action by the dealer, as the five or six weeks immediately following Christmas are always slow, and if the dealer takes advantage of his opportunity now and puts on sales at attractive prices, merchandising certain of his lines as special on which he is quite apt to lose money, he is almost sure of turning over the greater part of his stock, and repricing that which is left at replacement values which will be much lower than the cost of merchandise on hand. In so doing he has on hand ready capital to start in his 1921 season.

"A number of large stores throughout the country, particularly in the United States, have been putting on special weeks in certain lines; for instance, they might stage a week or ten days sale of silks, or if their stock of woolens happened to be particularly heavy this same plan would, of course, apply. These merchants have been able to dispose of thousands of yards of merchandise in this manner, which will, undoubtedly have a tremendous stabilizing effect on the market.

"This plan is approved of by a number of leading department store buyers, and if all the stores in the country could be induced to follow a similar line of action, it should result in the moving of considerable merchandise. We believe that every wholesaler who will co-operate with his dealer in giving him friendly advice and authentic information as the market changes, will not only be of great assistance to the merchant, but will materially help himself in keeping up in the channels of trade, and as surely as the dealer loses confidence in the wholesaler, business in that particular line will stagnate and the manufacturer will have to close down.

"We have advised our merchants to carry a complete assortment of our goods, but have suggested that he buys in small quantities that will be sufficient for his immediate requirements. In this way he takes less chance of losing in case the market takes a further drop. As we said before replacement values will be lower than the cost of the merchandise he now has on hand, and the wise merchant is one who will take his losses now; in fact the retailer who wishes to get business is practically forced to take this step, as all manufacturers and jobbers agree that retailers must reduce prices if they expect to get business.

"The public are certainly not willing to pay at the prices being generally asked. The manufacturer who is affected by these conditions might obtain better co-operation from the dealer if he would let him have the facts as they stood. This might be done by sending all this information direct to the salesmen in order that they would be conversant with the details and could in turn discuss them with the retailer, at the same time offering suggestions as to how he could best clear out surplus stocks."

❦ ❦ ❦

The subscription price of the Montreal *Family Herald & Weekly Star* goes up to $2 a year after January 1st.

❦ ❦ ❦

W. C. Holt has been appointed advertising manager of the Spramotor Co. and London Gas Power Co. of London, Ont.

❦ ❦ ❦

THE verdict every time Dominion Brand Tomato Soup appears on the table. There's no soup can compare with it for delicious flavor, richness and body building value. It puts a keen edge on the dullest appetite, and is a favorite with old and young.

Dominion Brand Tomato Soup is highly concentrated, goes further—add milk or hot water if you choose.

Dominion Brand Tomato Soup

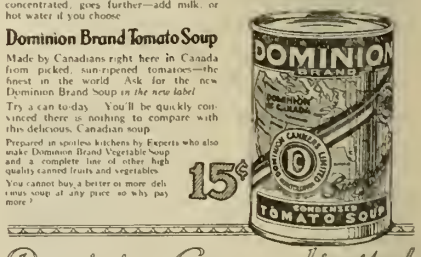
Made by Canadians right here in Canada from picked, sun-ripened tomatoes—the finest in the world. Ask for the new Dominion Brand Soup *in the new label*

Try a can to-day. You'll be quickly convinced there is nothing to compare with this delicious Canadian soup.

Prepared in spotless kitchens by Experts who also make Dominion Brand Vegetable Soup and a complete line of other high quality canned fruits and vegetables.

You cannot buy a better or more delicious soup at any price so why pay more?

THE DOMINION BRAND LABEL
The Uniform of Uniform Choice Quality on
Canned Soups
Canned Fruits
Canned Vegetables



15¢

Dominion Canners Limited
Hamilton Canada

Is the Canadian canner's product at last coming into its own? The advertising for our Canadian packed jams, soups and vegetable has been so habitually commonplace and halting that it has stood little chance in competition with the appetizing appeals for U.S. brands getting into our homes through the numerous magazines. But the new series for Dominion Brand Soups is a refreshing departure which raises the hope that we may have more such advertising which truly reflects the fine quality of the Canadian canners' output. Appearances go a long way in food advertising. It isn't what you say, so much as HOW you say it!

Our Acknowledgments to 1920

IT'S not a bad idea, is it, to kind of sit back at the end of each year and review the accomplishments of the "passed" twelve months. This year, we—Smith, Denne & Moore, Ltd.—have cause for, shall we say, self-congratulation.

For it is our privilege to announce that Smith, Denne & Moore's list of clients has been increased during 1920 by the addition of some very important firms, whose names, through thoughtfully planned advertising, will come to be household words in Canada.

Advertising—(and its first-cousin, Selling) are the most absorbing—and profitable—branches of any business; and an Advertising Agency which rightly fulfils its functions, enters, in a particularly intimate way, into the business and the individual problems of each of its clients. All Advertising Agency service is growing in volume and quality, and in the value of its usefulness to its clients—but we like to think that the Smith, Denne & Moore list of clients continues to grow as the demand for the Smith, Denne & Moore brand of service grows.

Members of the Executive Staff of Smith, Denne & Moore, Ltd.

Frank G. Smith
Harold A. Moore
A. J. Denne
H. M. Tandy
H. M. Reid
M. B. McCausland
J. A. Holland
E. C. Reed
J. P. Hamilton
M. J. Ross
W. F. Casey
Curtis H. Remy
O. M. Heughan
K. A. Clark

These Are the Firms Who During 1920 Decided to Entrust Their Canadian Advertising to S. D. & M.

Ashton and Parsons, Limited	Phosferine	London
Bluebird Corporation, Limited	Electric Clothes Washers	Brantford
Canadian Mead-Morrison Co., Limited	Machinery	Montreal
Canadian S K F Company, Limited	Bearings	Toronto
Diamonds Limited		Toronto
Exchange Securities Limited	Finance	Montreal
Wm. Hollins & Co., Limited (of London England)	Viyella	Mansfield and Toronto
International Varnish Co., Limited		Montreal
Jenkins Bros., Limited	Valves	Montreal
Kia-Ora London 'O-T', Limited	Fruit Drinks	London
Macneill Graham & Co.	Finance	Toronto
J. W. Marlatt & Company	Proprietary Medicine	Toronto
Optometrical Association of Ontario		Dundas
Optometrical Association of Quebec		Montreal
Shoe Manufacturers' Association of Canada		
Superior Electrics Limited	Electric Appliances	Pembroke
The Deco-Tint Company		Montreal
The Hercules Rubber Co., Limited	Tires and Tubes	Brampton
The Macartney Milking Machine Co., Limited		Ottawa
The Martin-Senour Company, Limited	Paints and Varnishes	Montreal
Thomas De La Rue & Co., Limited	Onoto Ink Pencils	Montreal
Vulcan Motor & Engineering Co.	Motor Trucks	Southport, England
M. S. Wheelwright & Co., Limited.	Finance	Montreal

S·D&M LIMITED

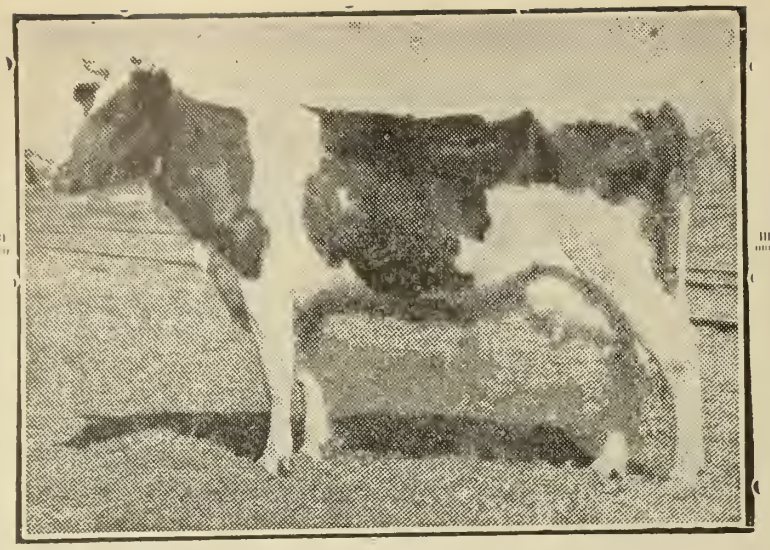
SMITH, DENNE & MOORE

Limited

General Advertising Agents

Lumsden Building TORONTO — McGill Building MONTREAL

LONDON — NEW YORK — PARIS



Valuable Information

A folder is just off the press, containing a mass of information of the utmost value to the busy Sales and Advertising Manager and Agency Executive now planning 1921 schedules.

It aims to present in a concise manner the undoubted claim of

The

Ottawa Farm Journal

for consideration in every campaign covering the progressive agriculturists of the Great Central Dairy Belt.

The greatest care has been taken to make its contents reliable and the statistics and information contained are from authentic sources.

A copy should be on every Advertising Desk.

One is yours for the asking!

THE OTTAWA FARM JOURNAL
OTTAWA, CANADA

BRANCHES:—

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg.
CHICAGO—Peoples Gas Building.
BOSTON—Old South Building

Leaves Saturday Night Press

James G. Wilson, well-known in Toronto during his thirteen years as plant superintendent of Saturday Night Press, has left and is setting up in business for himself, operating as the James G. Wilson Press, 84 Adelaide Street East.

J. W. Cambridge, for the past couple of years with the Toronto office of H. K. McCann Co., and previously with Smith, Denne & Moore and Everywoman's World, has left to enter the plan department of N. W. Ayer & Son, Philadelphia.

At the recent annual meeting of the Sixty Club, a social organization of men engaged in advertising and publishing work in Toronto, H. W. Wadland of Grip Ltd., was elected President, Frank Alexander of Canadian Grocer, Vice President, Findlay Weaver of Canadian Bookseller & Staioner, Secretary, Ernest Pond, Treasurer, and H. Rimmer, Chairman of Entertainment Committee.

Copy has reappeared in Canadian mediums for Curzon Bros. Ltd., mail order clothiers of London, England. It is placed through the agency of Arthur Knight Co., London, England.

F. N. Marcellus has been made advertising manager of the Louden Machinery Co., Guelph.

John W. E. Service, for the past five years with the copy department of A. McKim Ltd., advertising agency, has left to go to Los Angeles, Cal.

Sydney D. Mahan recently joined the Toronto office of the H. K. McCann Co., having been transferred from the Cleveland office of the same agency. He will handle the Imperial Oil account.

Previous to joining the McCann organization he was on the staff of T. H. Ball, technical advertising, Cleveland, and in newspaper work.

The Canadian Dyer and Color User is the name of a new trade publication for color users, to be published monthly by the Canadian Chemical Journal, Toronto.

The Presbyterian Witness, of Halifax, is now combined with *The Presbyterian and Westminster*, and published from Toronto. The reorganization of the Presbyterian publication, which has been effected is expected to greatly add to their strength and circulation.

Charles W. Stokes of the C.P.R. publicity department is in England and France delivering a series of lectures for the C.P.R.

G. Prang is now advertising manager for G. L. Griffith & Son, of Stratford.

The annual Spring number of the *Nor'West Farmer* will be published under date of February 5th, and will devote special attention to automotive equipment on the farm.

The Buying Power of

WINDSOR

Ford City, Walkerville, Sandwich, Ojibway
(THE BORDER CITIES)

BECAUSE we claimed the greatest average buying power in Canada for the Border Cities, an outside authority recently sent a trained investigator into the field. His enquiries and observations were entirely unconnected with ourselves. His independent report has now been submitted.

The Border Cities HAVE the greatest per capita buying power of any Canadian community; they comprise the third largest manufacturing centre in Ontario and the home of Canada's highest paid labor.

These statements are no longer ours. They are the independent conclusions of the outsider who came to see.

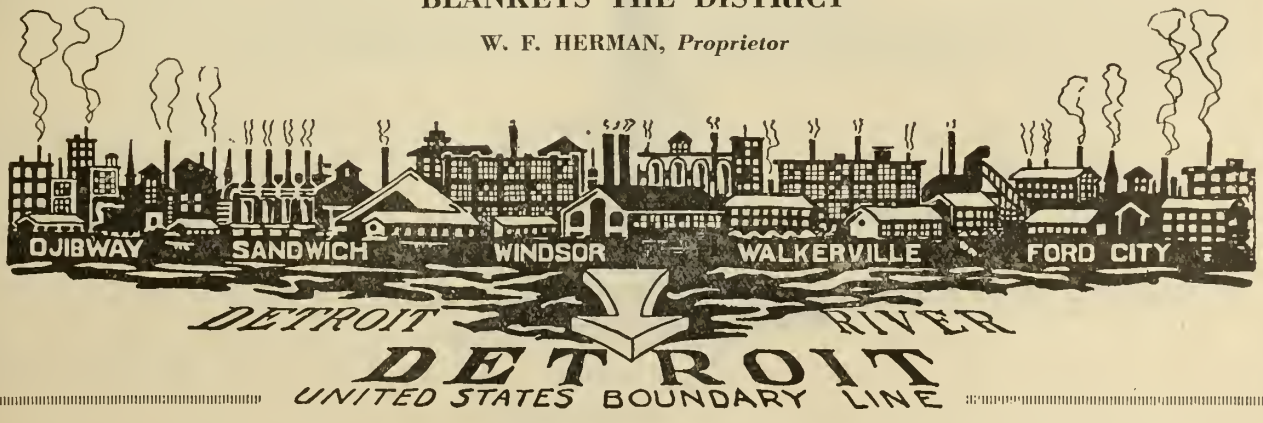
The Investigator's report deals in detail with the market for various individual commodities, covering all the important stores, the sales of competing brands and giving an analysis of the entire situation. We have a few typewritten copies of the general report and will be glad to send them to manufacturers considering Windsor, also copies of the special reports on their particular products. Write—

The Border Cities

SUN (*Morning*) STAR (*Evening*)

BLANKETS THE DISTRICT

W. F. HERMAN, *Proprietor*



Yet They Say Philadelphia is Slow!

All the way from Philadelphia came an advertising agent—a client with him—to look into the merchandising co-operation in the Maritime Provinces offered by

The United Farmers' Guide

Never before had they heard of an advertising medium which was in a position to go so far in securing closest co-operation between publication, retail outlets and consumers to further the sales of the advertiser's goods.

It is possible only when **both** publication and retail stores are **owned** by the consumers.

This agent and advertiser were interested enough to come to our Toronto office to get particulars—which, in turn, were interesting enough to warrant a campaign.

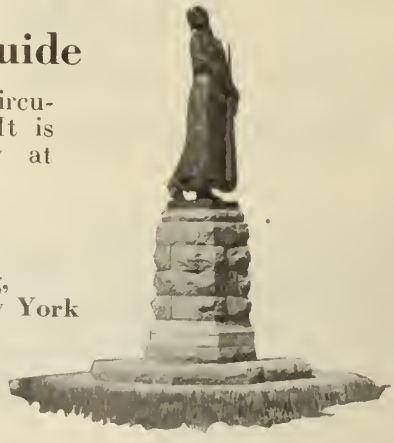
If you would like to hear of real dealer-and-advertising co-operation such as is taking carload shipments to the Eastern Provinces, ask us to tell you about it—quickly!

The United Farmers' Guide

has the largest farm journal circulation in the Maritimes. It is published every Wednesday at Moncton, N.B.

Branch offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg,
1478 Broadway, New York

Successful Applicants A.B.C.



"In the Land of Evangeline"

Selling Better Bull Idea

(*Continued from page 14*)

pure-breds, and ten who had pure-breds of a sort have exchanged them by sale or otherwise, for pure-breds of better quality. Since last December I have helped to place in the county of Dufferin least one hundred and fifty head of pure-bred stock of all varieties. There are now in my office more than fifteen inquiries from intending purchasers regarding conditions governing the disposal of these pure-bred sires."

Questioned regarding the quality of the individuals being bought by Dufferin farmers, Mr. Dorrance quoted some fairly high prices that had been paid.

"Far more gratifying than the actual selling price," he said, "is the fact that, when we get a bunch of bulls, every farmer in the first group of buyers wants the best. The choicest sires are picked up most readily, the price in most cases being a secondary consideration."

A feature of the campaign in this particular county is the interest that has been aroused among boys and young men. Every second visitor to the stables where the pure-breds are kept is a young farmer, often as not a lad in his teens.

"If the campaign had done no more than stimulate these lads' interest in the value of well-bred stock, it would have justified itself many times over," declared Mr. Dorrance.

Mr. Dorrance estimates that the actual cash value of the campaign to Dufferin farmers so far is six thousand dollars.

"We have placed at least thirty pure-bred bulls this year, two-thirds of them on farms where scrubs or no bulls whatever had been kept. If each sire placed by us leaves twenty calves, there will be a total of six hundred calves. If we take the very conservative ground that each of these calves from a pure-bred sire is worth, say, ten dollars more than a calf from a scrub sire, what is the result? An actual gain of six thousand dollars to the farmers concerned—and at that our figures are rather below the line in every instance."

❦ ❦ ❦

The Dominion Oilcloth & Linoleum Co. Ltd., Montreal, is running an extensive advertising campaign through Canada, newspapers, farm journals, trade papers and color inserts in magazines being used. The Advertising Service Company is handling the campaign.

❦ ❦ ❦

The Vancouver *Province* and *World* have each increased their local subscription rates to 75c a month, while that of the *Sun* has been increased to 50c a month.

Christmas Season

To Greet You Heartily!

Due, in no small measure, to the continued and loyal support of advertisers.

The Ottawa Daily Newspapers

anticipate, with confidence, another year of service in 1921.

Prosperity smiles on every corner of the Capital---Industrial disputes are practically unkown. All factories are running at full blast, some of the largest in 3 eight hour shifts.

The stable Civil Service population acts as a splendid steadying influence to the retail trade of the City, and Christmas Trade indications are very favorable.

That the Festive Season may be a real joyous one for our Advertising and Agency Friends everywhere is the sincere wish of the

Ottawa Dailies

The Morning Journal
The Evening Journal

The Morning Citizen
The Evening Citizen

Speaks for Itself

An examination of any issue of

The Maritime Farmer

clearly emphasizes its superiority as a practical farm paper for Maritime farmers.

Established 1895

Only strictly farm paper in the East devoted exclusively to farm topics.

Not a Political Organ

Circulation:
13,800 per issue

Rate:
10 cents a line

Published Twice a Month

The Maritime Farmer
Sussex, New Brunswick

1921 to Be Big Advertising Year

(*Continued from page 8*)

during 1921 lies in the fact that the retailer is doing his best, by the use of advertising to-day, to clear his shelves and put himself in a position where he will have to buy goods at the beginning of the new year."

Another large daily's advertising manager tells MARKETING that advertisers *are* increasing their appropriations to provide for approximately the same amount of space as used during the past year. "We have no evidence of cutting down space," he says. "If anything the indications are that more space will be used than before." There have been no cancellations of insertion orders or contracts, as yet. There will undoubtedly be bigger expenditure in advertising during 1921, he thinks. Greater competition in business and the necessity for moving stocks in a time of rapidly changing prices, also points to increased volume. Advertisers show a marked tendency to look more to the better class and the better established newspapers for their advertising, to the disadvantage of the lower grade and weaker newspapers.

From one Western daily comes word that advertisers appear to be increasing their appropriations to provide for increased rates. Some advertisers have suspended advertising during the past few weeks, probably due to the slump in buying, but only a few cancel because of rate increases. Contracts and insertion orders for several new advertisers have recently been received—and some who were out during the war, particularly old country firms, are back again.

Keen Competition Calls for More Advertising

Another Western daily considers the outlook very favorable. The present slump in buying is generally regarded as only temporary, he thinks, and a natural consequence of the readjustment period through which we are passing. Production, while perhaps not as great in volume as during the past two or three years, is nevertheless going ahead—and these goods must be sold. Some advertisers are, for the moment, cutting down space or dropping some mediums. New advertisers, however, are entering the field, and the competition for business is going to be greater and more keen. The general tone of many campaigns will be changed, he thinks, and we will see some new appeals created.

"There is no cause for pessimism," he says, "at least not so far as Western Canada is concerned. Markets here are good and generally growing. This year we had a big crop, and while in many cases the farmer is holding for a longer price for his grain than he can get at present, still he has the grain and it represents so much cash, and the purchasing power of the dollar is increasing—so that conditions are beginning to equalize themselves. The unemployment situation is not acute, and it is not anticipated that it will be. Many government works, held up during the war, are now being started, and the surplus of labor will soon be absorbed. For the spring it is expected that building generally will be given a considerable impetus, by the decreased cost both of common labor and materials."

A large Eastern daily reports that 1921 seems likely to be an even better advertising year than 1920, particularly for newspapers. The opinion is expressed that the tendency will be to concentrate in those publications of *known value;* for instance, an advertiser who has been using three papers in a city will concentrate in one or two. The advertising agency will buy space much more carefully because advertising rates are higher and the advertiser must get more for his advertising dollar than he has heretofor.

Advertisers generally seem to be increasing appropriations, but this will not mean an increase in number of publications or space used. It is possible that national advertising will be somewhat less during the first six months of 1921, but for the whole year in better class publications there will be a bigger expenditure and more space used. Outside of the automotive industry there have been very few cancellations of advertising.

Magazine Publishers Find Cause for Optomism

A magazine business manager sums up the situation in much the same way. "The majority of advertisers," he says, "appear to be increasing their appropriations to take care of the increased cost of their accustomed space; quite a number to use larger space or more frequent insertions. Also a number who are not increasing appropriations, and must therefor use smaller space, fewer insertions or fewer mediums, are concentrating their effort in the strongest mediums."

Some advertisers, he expects, will not renew at expiration of present contracts—chiefly firms who have been advertising because money was

easy with them, but who really have never been sold on the true value of properly-planned, consistent advertising. On the other hand, he finds a number of new advertisers planning campaigns for 1921 who, because of shortage of raw material or oversold conditions, have been doing little or no advertising during the past three or four years, and who are now looking for a market for their goods.

As is always to be expected when there is any kind of a shake-up in business, a number of advertisers are changing their policies for 1921. When the future appears uncertain or puzzling there are always some who are ready to "try something different." But even among these, the majority are planning to spend more money next year.

There is a tendency, too, on the part of some advertisers, to delay decisions, to put off definite action as long as possible. This means that some contracts are later in coming through than in previous years. He quotes a number of specific examples of increased space orders closed during the past month.

Another magazine manager thinks that January, February and March advertising may not be up to the record for the same period in 1919, but that after that date it will come back to normal. Advertisers are apparently not increasing their appropriations, he finds, at any rate not beyond what is necessary to use the same publications as they used during 1920. They seem to be more careful where they place their contracts. This is confirmed by many of the letters received from advertisers who, as one advertiser expresses it: "Are now reviewing these media rather than accepting the word of our advertising agency as gospel."

Feeling in Farm Field

The feeling in the farm field is not much different from that expressed by newspaper and magazine publishers. "There is a decided tendency on the part of a great many advertisers," says one farm paper publisher, "to use fewer mediums so that they may be able to maintain good representation in a selected list of the outstanding publications." Several advertisers have already contracted with this publisher for space in 1921 more than double their contracts for 1920. No cancellations of contracts have been received, though some insertions in November and December were suspended. He knows of quite a number of new advertisers who are planning campaigns for 1921, and believes that there will undoubtedly be a great deal larger expenditure for advertising during

Covering a Province with Two Papers

No other province in Canada offers so attractive and simple an advertising problem as Prince Edward Island—the wealthiest per capita in the Dominion. Population 100% English-speaking, 95% owning own homes, living well, buying liberally. This is why most national advertisers include P.E.I. in their schedules, and their choice of mediums is always

The ***Charlottetown Guardian*** (Morning) and *The* ***Charlottetown Examiner*** (Evening)

J. R. BURNETT, *Editor and Publisher*

Member A.B.C. Write for rate card

146 Factories

in the Twin Cities of

Kitchener *and* Waterloo

Capital Invested	$47,276,775
Number of Employees	9,015
Payroll for Year	$12,966,362
Yearly Output	$55,019,310
Population	28,744

Advertisers can best reach the manufacturers and workmen of the Twin Cities by using the

Daily Record

Circulation for November 4876

Rates from any recognized agency or direct

THE DAILY RECORD

Member of A.B.C. KITCHENER, ONT.

Important Change in Moose Jaw

Now only one Daily in this important field. On December 6th The Daily News was amalgamated with

The Evening Times

Combined circulation 11,000 daily.
Run-of-paper-rate 5c. an agate line.
Published every evening

1921, though the volume will not be greater than in 1920. Others heard from agree substantially with these views.

What U.S. Advertisers Will Do

United States advertisers are reported to be figuring very carefully as regards the Canadian market, as well as their own. Representatives of Canadian publishers in New York and Chicago do not look for a continuance in 1921 of the enormous wave of advertising which reached its crest in the last two years. The importance of Canada is steadily gaining recognition, and Canadian newspaper rates are much lower in proportion than in the U.S.—but agents state that, generally speaking, appropriations are not being increased and this occasions either a reduction in space or fewer mediums.

All seem to agitate for a lower trend of prices for advertising space. Some argue that publishers should aid in the reduction of their own prices, by sacrificing something, and in turn pass this reduction down along the line to include in turn the cost of materials and labor. The tariff and high rate of exchange makes the situation rather more difficult, so far as Canadian business is concerned and discourages new undertakings. But the general business outlook in Canada is considered rather more favorable, and if this continues, the American manufacturer with business connections in Canada will feel encouraged to press his business a little harder in Canada.

Many business men regard the present lull as but a temporary one, and look for a revival of business in the early Spring. In U.S. magazine circles, it is said, many campaigns planned for 1921 have been cancelled. So far few new advertisers with a large volume seem to be counting upon Canadian campaigns for next year—and some old advertisers are holding back renewals because of the feeling that rates are too high and will come down.

But all things considered, the views expressed incline to the opinion that 1921 will be a good year for advertising, if not larger than 1920.

At the annual meeting of the Association of National Advertisers held a couple of weeks ago the question of appropriations was discussed. In many cases, it was brought out, appropriations would be increased over those of 1920, but it was emphasized that so long, as advertising rates remained where they are today, a dollar of advertising must be spread thin in places where it is now reasonably heavy—which leads, naturally, to a momentous decision for advertising mediums, favorable to some and unfavorable to others. One dollar must do the work that two dollars did in 1920—and the mediums that can produce sales are going to benefit.

Replies to a questionnaire circulated at the meeting showed that about 65% of the companies represented had increased their advertising appropriations for 1921; twenty per cent would keep it the same as in 1920, and that fifteen per cent had decreased. Three fourths of the firms are releasing their 1921 campaigns, an the rest are holding up insertions, with the expectation that they would be released within one to four months.

To the query: "How long, in your opinion, will the present uncertainty continue?" seventeen replies looked for a let-up sometime between January and April; thirty-eight some time between April and July; fourteen between July and October; five between October and January; four expected one year of depression, and one two years.

General Conclusions

From this survey it will be evident that while the advertising outlook generally is rather favorable, the feeling among advertisers, as with the public, is that prices are too high

The Daily Telegraph
and
The Evening Times-Star

Doubtless so many large advertisers use the Telegraph-Times-Star combination because at a combination flat rate of 6c. per line they effectively and economically cover the wealthy market of New Brunswick.

These are the only papers in New Brunswick that are members of the A.B.C.

In Quebec

On Your 1921 List
—of Course

The Telegraph
ALWAYS

—and that the cost of advertising space, in common with that of other commodities, must come down.

A contrary view is that the cost of advertising space has been far too low in past years, resulting in wasteful use of space and careless selection of mediums—and that with the continuance of the higher level of costs there will be a smaller volume of of better advertising, and an elimination of weak mediums, to the great advantage of all concerned.

Le Bulletin des Agricultuurs, Montreal, it has been bulletined as an applicant for membership in the Audit Bureau of Circulations.

The Consolidated Advertising Service Toronto is the latest Canadian agency to take out membership in the Audit Bureau of Circulations.

A mail-order campaign for the Toronto Pleating Company is being handled by the Toronto office of the Advertising Service Company.

The Robin Hood Flour Mills Co. Ltd., has placed its advertising in charge of the Advertising Service Company, Montreal office. A campaign is now running in the Maritime Provinces.

The Only Paper Reaching 50,000 Prosperous People

The St. Thomas Times-Journal is the only paper covering the city of St. Thomas and the county of Elgin. More than 90% of the people in this territory read The Times-Journal exclusively. With five steam railroads centering here there are many well paid railway and shopmen and the surrounding territory contains a particularly prosperous farming community.

They Buy Freely

because they can afford to. Tell your story to them through their home paper. A highly concentrated market covered by The Times-Journal. It means efficiency and economy when so important a market can be covered with one daily paper.

The St. Thomas
TIMES-JOURNAL

Member A.B.C. **Circulation Over 9,000 Daily**

How to Plant an Advertising Crop

Until the advent of the Audit Bureau of Circulations, advertisers sowed their business seed in a vast but fallow field. Some of it grew and returned a fair harvest; much of it was cast upon barren ground and was lost. There was no standardized method of determining the fertility of a publication's field. Experimenting was expensive.

The A.B.C.

has eliminated the barren spots of circulation. Planting an advertising crop is no longer an experiment. Advertisers know the field through audit reports. They know whether it is fertile ground and sow their seed accordingly.

AUDIT BUREAU OF CIRCULATIONS **203 South State St., Chicago**

Galt Reporter

New Rate Card

Effective Feb. 1st, 1921

General Advertising for Plate Matter

	Per agate line
Transient	03c.
500 lines	02½c.
1,000 lines	02c.
5,000 lines	01¾c.
7,000 lines	01½c.

The Reporter covers Galt, Preston, Hespeler and the surrounding rural territory and is the only daily in this district.

Further details and rates may be obtained from any recog nized agency or from us.

Galt Reporter Ltd.

GALT, Ontario

(Member A.B.C.)

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
Placed Anywhere
Ask Us.

Peabody Advertising Ottawa
178 Nepean St
Phone 3626.9

CHARLES EDWARD PEABODY
HENRI CHAUME.

What You Can Sell the Canadian Farmer

(*Continued from page 18*)

The same story is true of the Shorthorn, the Angus and the Hereford Cow—beef types. The stamp of genius is upon the business farmers' productions. Seager Wheeler of Saskatchewan increased wheat yields over the whole country as did the late Prof. Saunders of Ottawa and Dr. Zavitz of Guelph by way of a scientific study of varieties. They did it by seed selection. Seed selection is being carried on by no less than thousands of farmers in Canada. The standing crop competitions of the province reveal wonders of increased yields and an increasing human interest in farming. The McIntosh Apple was a chance creation but it has put thousands of dollars into fruit growers' pockets. We might go through the whole field of agritural endeavour and the same story of intense interest, of business push and development will be told despite the impressions of many of us to the contrary. It is interesting to note in this connection how efficient agriculture normally is. During the War Great Britain speeded up production and the most of us offhand would hazard the opinion that the results would be several fold greater than pre-war production.

On resorting to figures we find that, in a land where huge areas were devoted to residential and private park purposes, the supreme efforts of great Britain in 1915 resulted in only 8 per cent. of an increase. Germany with her big need made only 17 per cent increase. Other instances might be obtained which go to prove how really intent on maximum production are the average farms of Canada. The point I wish to make is, that agriculture in Canada is carrying on a big industry steadily at almost the peak load of production. While demanding of our manufacturers the best there is of machinery and equipment for a greater and more highly organized production, the Canadian farmer is really efficient and his yearly needs are of an ever increasing volume.

Home Equipment

Let us for a few moments enter the farm homes of Canada. Apart from our current acquaintance with the pumpkin pies our mothers made, few of us really know the modern farm home.

If there is one thing that has been impressed upon me as an editor of a farm journal it is the relatively great number of inquiries about house plans, building costs and furnishing ideas that come to my desk.

The farmer to-day demands that his home equipment be of such a type as to insure him some of the comforts of modern life and that his family enjoy the urban advantages of lighting, heating and running water. The farmer of to-day seeks all the latest in music. His wife is not the drudge of a generation ago. She and her daughters arrange to have the afternoons free while the family are educated in college as well as the public school. Many of the homes are furnished with expensive furniture, have costly rugs on the floor, table linen and silverware of the best kind, and turn the button or the tap at will to direct their household labors.

Business farming has not been slow to grasp the advantages of desks, filing cabinets, even the typewriter and the printed letterhead. In my own country (Ontario) I find a surprising number of young farmers with an office and with typewriters.

Recently one of my assistants passed by a store in Western Ontario in front of which were piled a number of bathtubs. Inquiry revealed that there was no building boom on but that they were all going to farmers who were putting in water systems.

In a personal investigation made a year ago in the counties of Brant, Oxford, Simcoe and Ontario, among farmers, about 125 in all, it was found that 36.6% owned talking machines, 100% used packaged cereals, 23.3% used electric saving devices, 66.6% owned pianos.

One dealer in Bradford (1000 population) sold over 60 pianos in 13 months to farm customers. Prices ranged from $350 to $475. While an Aurora dealer sold 86 phonographs in eight months. These ranged in price from $140 to $250. For it must be remembered that the farmer is a great stickler for quality. He wants something that is solid, substantial, good and for which he is willing to pay the longer price.

There is an immense field yet barely tapped in the sale of lighting, heating and water conveniences in country homes. The farmers are eager to listen to any person who will inform them about these things. That largely explains why Hydro votes in rural municipalities have been so decisive. The farmer is intensively interested in all the articles of commerce for home furnishing. In fact many a farmer has been in advance of the salesman of those particular needs and has practically offered the business to the merchant who should have been alive with the goods on exhi-

bition. A window display in a small country village near Toronto, showing a water system for a farm home, attracted more attention from the surrounding farmers than any other display. The results were that inquiries began to come in fast.

Article in Personal use

The farmer is a better average consumer than the average man in the towns and cities. The reason is plain. When we strike an average we have the farmer owning his farm, educating his family, and a better all round consumer than the average city home with its preponderance of workers' homes. He does not work as the factory whistles. He is always on the job, day in and day out. He has to buy clothing, boots and shoes, underwear, socks, linen, cottons, woollens, tooth paste, shaving outfits, soaps fancy and washing, groceries, cereals, package goods, sugar, fancy goods, and dress accessories even to garters. And he is a steady consumer.

A jeweller in Paris, Ont., informed us that the farmers did not want the cheap watch but they wanted the good one, one that had quality behind it and would pay the extra price for it. A small dealer in Schomberg village told us that he could sell the dearest underwear to his farm customers if they were sure of the quality. Many a farm home like my father's laid great stress upon the quality of goods, abhorring shoddy and cheap goods.

In fact the field for the sale for personal use, has an unlimited extension in the rural districts, for it is not uncommon to hear our farm friends 100 miles inland to demand certain popular brands of shaving soap, etc.

Part Automobile is Playing in the Farm Market

The automobile has introduced into the lives of farmers many things that are having a vast influence on social and business relations. The farmer is no longer a provincial as it were. He knows things as well in the next county as he does in his own. He has moved the frontier up to his line fence and put all the country within his independent reach.

Now what does this mean? It says that the farmer is a frequent visitor to the larger centres. A trip twenty to thirty miles away occupies only an afternoon and he is thereby, along with his wife and family, put into touch with goods and opportunities not possible in his town or village centre. By no means does this imply that the local dealer is being boycotted but rather encouraged to handle the goods that the more distant one

The Electrical Dealer and Contractor

Established in 1914. *Published 25th of each month.*

Field embraces electrical dealers, contractors, central station sales managers and salesmen, the sales managers and salesmen of electrical jobbing houses and all persons who sell in any form electrical appliances or service.

"Covers Canada from Coast to Coast"

The only paper published in Canada exclusively devoted to merchandising of electrical goods.

Rates on Request

THE COMMERCIAL PRESS, Limited

51 Wellington W. **Toronto**

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

Translations English To French

"The Largest French printing house under British Flag"

IF you are seriously contemplating the translation of your English literature into French, have it done by some one able to give proper and effective translation.

This also applies to your French printing—we can do both properly—all work entrusted to us guaranteed.

We handle transactions and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Pub. Co.
Limited
JOB PRINTING DEPT.
Montreal : Canada

WEST TORONTO PRINTING HOUSE

GOOD PRINTING

Is a result of modern equipment, used by skilled workmen, supervised by executives who are determined to give satisfactory service.. That's the system we use. Will you try us out? A 'phone call to Junction 6204 will bring a salesman.

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST CLAIR AVE. TORONTO

sells the farmer. He will support the local dealer if he can get what he wants but there are features that are carried in the larger centres, such as Oshawa, Galt, Guelph, Kitchener, Paris, St. Mary's, Chatham, London, St. Thomas Owen Sound, Orangeville, Brockville, etc. Particularly is this so in regard to articles for personal use and for especial home distinction. He likes to be well in advance of custom or to have some new feature of home equipment to mark his progressiveness over his visitors.

What does this mean to the manufacturers? It means that the manufacturer who has the distribution in such centres as Woodstock, Brantford, Oshawa, Kingston, Ottawa, can through the advertising in the farm papers build up an extensive farm trade. Ask any of the dealers in such centres concerning their farm trade and they will in nearly every case remark on the rapid increase of their farm business.

Buying of automobiles on the part of the farmer is resulting in assisting the manufacturer indirectly to get distribution in the smaller centres. The dealer at the cross roads in order to hold his trade makes it a point to carry an up-to-date stock. He knows that if he does not carry the stock the farmer is going to go into the larger centres where he can get it. To-day you will find such toilet preparations as Williams Shaving Soap, Colgate's Talcum Powders, Gillette Safety Razors carried by the dealers in very small centres.

In my own local village, I had occasion to get a tire for my car. Seeing two makes of tires there, I asked him about their relative quality and his sales. He told me that they were equally good for he had used both and had made inquiries of his customers. But that he sold five of one make to one of the other for the most of his farm customers knew the merits of the one through the advertising it had received and this together with the personal recommends of satisfied users, decided the purchase.

A New Class of Farmer

There is a new class of farmer abroad in the land. You will know him by his farm animals and crops. He talks of pedigrees, of character, of reversion to type, of blood lines, and A.R.O. ancestors. The purebred breeder has a big interest at stake and he pays big figures for the seed that will ensure him the working out of his ideals. His kind is getting more numerous every day, thanks to the educational influences of the purebred organizations, the fall fairs and exhibitions, the Boys and Girls Clubs and the Agricultural Colleges and farm magazines. He has to make good. He is alive to efficiency suggestions and to him there is the appeal of all those commodities which assist him to his desired end.

His needs require a little study and the business man of to-day must, perforce, keep in touch with moving events or fall behind in the commercial race of supplying service to the greatest industry in the land.

The Farmer in Politics

Ah, but you say, the farmer to-day is into politics and as such is going to turn economics upside down and so disorganize business!

Students of affairs must recognize that there has been too little attention paid to the distribution of manufactured goods and to the wasteful ways that have been adopted in order to get the article from the factory to the consumer. The farmer has no patience with attenuated sales or with useless commissions.

These and other facts of apparent neglect in the business world have produced an impassé that has resulted in the present movement which I will describe as a healthy sane eruption to allow a better readjustment of economic life in a nation that is one of the best in the world. This farmers' movement is nothing more than a protest against graft, greed and incompetence or to be positive it emphasizes the fundamental principle of all success, honesty in business, fervency in spirit, serving the great mass of humanity. We all admire the poet Burns, because Burns hated sham, cant and pretense. The farmers are Burns' lineal descendants, and like him are misinterpreted in their own day.

No clean-cut business need fear the Farmer movement. Rather business today is safe-guarded by this evidence of thoughtful, reawakened consciousness in our great agricultural industry. They are safe men to be in control. Whether the movement lives politically or not, the farmers will have done a great thing for better business, for manufacturing and for our national existence.

You need not fear such men. That bedrock of principle is a mighty fine footing for a business superstructure.

Reaching The Farmer

How then shall we sell farmers? Apart from an interested motive, I believe that the media best able to reach the 3,000,000 or 4,000,000 rural dwellers is through their ten or twelve farm papers which practically cover the field. The farm paper bears a most intimate relation to the farmer. To him, it is a trade paper, an advisor, a protector and an open market

forum. He accepts its statements, experimental results, and opinions, because these papers have always labored for his particular interests and have his viewpoint of watching public events and of sizing up new things.

Proper appeals in a prepared medium produce greater results than massed frontal attacks with an appearance of ambiguity. Farm journals are prepared media because their editors have done so much harrowing and plowing that the seed bed is well tilled and above all of sufficient depth to withstand some adversity.

Specialty Advertising Salesman

SPLENDID position with leading publisher, for live man to develop sales on direct mail advertising. Man with ideas backed by this house of live ideas and service can make good. Commission with substantial drawing account.

Box 14, MARKETING

Business Getter Wanted

in national advertising field for leading Eastern Daily. Acquaintance with Canadian national advertisers and agencies desirable. Will be required to do considerable travelling.

State age, experience and salary expected, and apply immediately to

Box 13, *Marketing*

53 Yonge St. - TORONTO

Character

In a newspaper means more than circulation to an advertiser.

It means results.

Because the degree of responsiveness to an advertising appeal is largely governed by the CHARACTER of the medium which is used.

When you have a medium with CHARACTER plus CIRCULATION quantity plus circulation QUALITY your seed is sown in fertile ground.

The Calgary Daily Herald

The Only Evening Paper in Calgary

combines the necessary qualifications for such a medium.

It has the confidence of its readers—while all of them may not at all times agree with its opinions they respect them and read them.

In Calgary nearly everyone sets aside a part of each day to read *THE HERALD.*

Your message will go to the right people at the right time, and in the right way.

It will get results

Member A.B.C. Statements on request

The HERALD PUBLISHING COMPANY, Ltd.
CALGARY, CANADA

Representatives for Eastern Canada:
EDGAR J. GUY, Royal Bank Building, Toronto, Ont.
Representatives for United States:
HENRY DE CLERQUE, 800 Mallers Bldg., Chicago, Ill.
L. KLEBAHN, 1 West 34th St., New York, N.Y.

NOVELTIES & SPECIALTIES
For Local & National ADVERTISERS
The Sellers Agency 100 King St. West Toronto

IN BUSINESS OVER 40 YEARS CAPITAL $100,000
ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO
ELECTROTYPES FOR NEWSPAPER ADVERTISING
STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

The Toronto Daily Star

Supreme in its Field

The fact that The Toronto Daily Star has for more than fifteen years carried more display advertising than any other Toronto daily newspaper is indisputable evidence that its advertisements are read as well as its news.

Otherwise the shrewdest business men in Toronto —and in Canada—would not have continued to spend their money in its columns throughout this long period.

For they *have* continued with The Star year after year in cordial business relationship. Many of them frankly tell us that it is a great driving force in their commercial success. *In twenty years The Star has not lost a single local retail advertiser of any consequence.*

Wise men profit by the experience of others.

Honesty in advertising backed by intelligent service over the counter, linked up with wisely planned publicity in The Daily Star, will maintain a healthy tone in any business for any product.

The Daily Star has an average circulation of over 95,680 per day.

The Star Weekly
(Sunday Edition)
has the largest circulation of any week-end newspaper in Canada.
114,500

The Star Printing and Publishing Company, Limited
18-20 King Street West, TORONTO, ONT.

CHAS. H. EDDY CO., United States Representatives

Fifth Ave. Building	Old South Building	People's Gas Building
New York	Boston	Chicago

Manitoba Free Press
WINNIPEG, THURSDAY, DECEMBER 9, 1920
TWENTY-SIX PAGES
EDUCATIONAL CONFERENCE
ENDORSE CRERAR AS LEADER
URGES CAUTION IN VILNA PLEBISCITE
Valdemar Warns League Now and Bloodthirsty Struggle May Be Provoked
WANTS NO SOLDIERS SENT
Effort Being Made To Have Lloyd George Open Debate On Russian Situation
MAKES BITTER ATTACK
WOULD SEE BOND OF EMPIRE UNBREAKABLE
THE WINNIPEG FREE PRESS
Retail Merchants' Monthly
A Digest of News Relating to the Retail Trade of Western Canada. Published by The Manitoba Free Press Co. Ltd., Winnipeg.
1921 BUSINESS MUST BE GOOD FOR 6 REASONS
Survey of Conditions in United States Points Similar Boom in Canada.
B. C. Forbes, Eminent Financial Writer, Paints Optimistic Trade Forecast.
Says Stage is Set for Revival of Brisk, Active, Healthy Business Next Year.
Who's Who in Winnipeg Trade Circles (5)
GEO. A. MERRICK.
GREETINGS AT YEAR-END FROM R.M.A. OFFICERS
A. F. Higgins, President of the Manitoba Board, Greets Western Merchants.
Believes Principles of Association Will Attract Many New Members Next Year.
Must Unite to Defend Fair Practices of Trade Against Opposition.
SECTION OF ROBINSON CO.'S STORE
Robinson Co's Original Staff of Four Grows To 800 in 39 Years
REFUSAL TO BUY LIABLE TO HURT RETAIL BUSINESS
The Particular Shopper
Ruth Leigh
SPRING TRADE OUTLOOK GOOD BUY! BUY! BUY!
Late Deliveries and Lost Business Possible if Manufacturers Suddenly Delayed.
Retailers Should Safeguard Themselves Against Delay by Buying at Once.
Easier Credit Conditions Are Promised at Beginning of New Year.
FIFTIETH ANNIVERSARY OF DIAMOND DYES; BIG AD CAMPAIGN PLANNED
NEW YORK DEPARTMENT STORE ADOPTS NOVEL PLAN OF RATING HELP
Aggressiv Sales
How Phonograph Dealers in Equal Cities Are Sticking With National Advertising Attractive Window Displays
Stimulate Both Consumer And Dealer At One Cost . . . . . .
The monthly sells the dealer, while the daily sells the consumer. Use them both

Winnipeg · Free Press

Ask Any Advertising Agency

Eastern Representative: EDGAR J. GUY, 302 Royal Bank Building, Toronto

At Your Finger Tips

NO messy desk top. No litter of papers under desk basket, rule or paper weight but every essential record where you can get it and get it quick. A place for everything and everything in its place—That's the *Efficiency Desk.*

Do—don't stew. Put the time you lose daily in looking for the things you need *quick*, into useful work. A compartment of the right size and shape for each current record and each personal file. — That's the *Efficiency Desk.*

Not intended for permanent records or to replace your filing cabinet but planned and built so that you can keep your personal data and documents you need daily right at your finger tips.

Whether you are general manager, sales manager, advertising man, credit man, office manager, purchasing agent,—no matter what your work may be—you will find it easier to do it and you will be able to do it better with the *Efficiency Desk.*

SYSTEM SERVICE

We offer System Service—the advice and suggestions of a corps of trained men free to our customers. Our thirty years experience, placed at your disposal in System Service, is a very valuable supplement to your own knowledge of your business.

Our System Service experts will, without charge or obligation, be glad to discuss with you the standardization and filing of your records, the arrangement of your office equipment or organization problems.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Export Sales Office—360 Broadway, New York City

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY
FILING SYSTEMS

Volume XV. Number 2 *Toronto, January 15th, 1921*

Marketing and Business Management

Edited by W.A.Lydiatt

A concern such as the Steel Company of Canada Limited does not lightly select the Advertising Agency to be entrusted with its publicity.

AFTER careful investigation this large manufacturer of Steel and Iron Products appointed ***The Advertising Service Company Limited.***

ANY firm having a merchandise story worth the telling, will be given free access to the same facts in regard to our Service, that influenced the Steel Company of Canada Limited in its choice of an Agency.

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

JANUARY 15th, 1921

$2.50 a Year

WHAT of 1921?

TO Recruit Millions—To Raise Billions—To Educate the Public in a hundred and one habits and modes of life hitherto foreign to them—such were the successful functions of the advertising columns of the Daily Press since that fateful August in 1914.

And just as, in the early days of the war, Daily Newspapers proved the steadying and reviving influence in Canadian Business, so, to-day, their wonderful power can restore Public Confidence, and develop sales for worthy branded goods.

The firm that has kept consistently before the public till now is coming into its own in the near future; the cumulative effect of its advertising is bound to tell.

But 'Price and Value' Talk must take the place of 'Generalities.' The media chosen must be those with maximum influence on the lives of the people—they must be channels of publicity that inspire confidence.

What form of advertising has a record of accomplishment in the past seven years comparable to publicity in the Daily Press?

OTTAWA, the Capital City, is particularly well-served by its two great dailies the "Journal" and the "Citizen." Together they completely cover the field, and competition from outside papers is a negligible quantity.

In hastening the more stable prosperity anticipated for 1921 continuous publicity in the Ottawa Daily Press must play an important part, and such an investment cannot fail to produce handsome dividends.

Any recognized agency will advise you or write for fuller details to the

Ottawa Daily Newspapers

The Morning Journal
The Evening Journal

The Morning Citizen
The Evening Citizen

A Page With MACLEAN'S

TALK about influence—here you have it in abundance. Premier Arthur Meighen, W. L. MacKenzie King and T. H. Crerar have been signed up by the editor of Maclean's Magazine. Article number one, written by Premier Meighen, has already appeared and an article by each of the other leaders will appear in early issues. This is of immense importance to advertisers.

"Pawned"

Did you see "The Miracle Man?" It has been generally acclaimed as the greatest photoplay ever produced, chiefly because it was based on a magnificent story. Frank L. Packard wrote the story. He is a Canadian. He is one of the most popular of the quite large list of Canadian Authors. His books always sell in huge quantities.

A Remarkable Story

A new story by F. L. Packard is quite an event and a new one is ready now. "Pawned" will start in an early issue of Maclean's. Mr. Packard says it is one of the best stories he has ever written. It is a remarkable story—a fascinating story that will arouse even the most blasé advertising man on the continent. Maclean's will be in great demand!

Unimpaired Buying Power

We have often said that readers of Maclean's Magazine constitute a selective market. They do. Salaried subscription representatives bend their energies towards the leading citizens in each community—with this result.

Readers of Maclean's are the *least likely* to be affected by adverse economic conditions. It means that advertising in Maclean's is placed on a secure base—uncertainty as to buying power is eliminated.

Bank Towns —and Maclean's

There are 526 communities in the Province of Ontario in which branches of chartered banks are located. In these places there are 1,172 branches. It is a significant fact that Maclean's Magazine goes into 946 communities in Ontario. It covers the bank towns and the important communities within each banking radius. It's just the same with the other English-speaking sections. You advertise to Buying Power when you advertise in Maclean's.

And think what it means to have your sales messages placed before the "key" families in a total of 2,945 communities throughout the Dominion at the same time and at one small cost.

Maclean's —A National Institution

You see more of Maclean's and hear more about it than ever before. You hear it quoted from coast to coast. It is admired and respected. It wields a powerful influence. Maclean's is one of the greatest general magazines on this continent. You do the logical thing to place it at the top of all Canadian national advertising lists. Complete information supplied at any time.

MACLEAN'S

"Canada's National Magazine"

143-153 University Avenue.
Toronto - Canada

Maclean's in a Regina Book Store

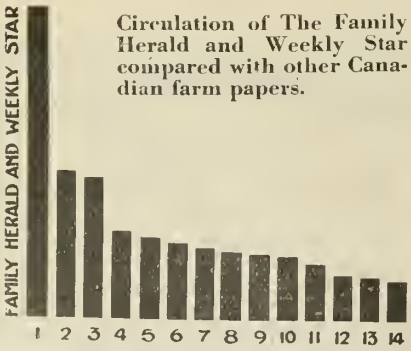
This is one of the numerous and effective displays of Maclean's Magazine to be seen in almost every community throughout Canada.

One Farm Paper Covers Rural Canada

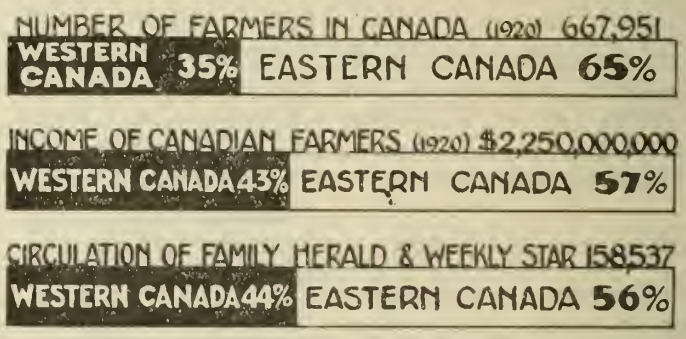
—Uniform distribution of circulation, paralleling the farm population and agricultural wealth in every province of Canada, is one striking feature of The Family Herald and Weekly Star.

—Every *county* from Atlantic to Pacific has its influential quota of subscribers to this national farm journal.

—The charts show how closely the circulation conforms to population and wealth.



Circulation of The Family Herald and Weekly Star compared with other Canadian farm papers.


NUMBER OF FARMERS IN CANADA (1920) 667,951
WESTERN CANADA 35%
EASTERN CANADA 65%
INCOME OF CANADIAN FARMERS (1920) $2,250,000,000
WESTERN CANADA 43%
EASTERN CANADA 57%
CIRCULATION OF FAMILY HERALD & WEEKLY STAR 158,537
WESTERN CANADA 44%
EASTERN CANADA 56%

Circulation exceeding 150,000 (A.B.C. Audit), sold nationally or sectionally. Entire Dominion edition, 50 cents, flat. Either Eastern or Western Divisions, 30 cents, flat.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

Established 1870

MONTREAL, **CANADA**

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 2 TORONTO, CANADA JANUARY 15th, 1921

WHAT WILL MAKE SALESMEN WORK HARDER?

Salesmen who have become "flabby" through lack of exercise, or "out of condition" through a life of ease, need a tonic to stand the harder going of to-day. What is the best plan to help them regain headway? Can MARKETING readers offer any suggestions?

"HOW can we put some 'pep' in our salesmen?" a reader of MARKETING asks. "They have been running into so many discouragements, landing orders has become so hard, that they have difficulty in keeping their steam up."

Many sales managers are concerned with this question at the present time. During the past few years of easy business, salesmen, in many cases, have become slack and listless. To a considerable extent they degenerated into mere ordertakers, and it will take considerable effort to get them into the harness of hard work again.

Many means of injecting selling enthusiasm, confidence and determination into a sales force have been developed, and various forms of contest have been among the most popular. Contests have continued a regular feature in some sales organizations even through the glorious days when sales came easy. But there is a revival of interest in them now that the necessity is faced of carrying on a determined sales "drive" once more.

Contests have their value, and have been used, in small sales organizations as well as large. In fact, they seem to have demonstrated their greatest value in the smaller sales force. In large selling organizations the competition is generally arranged between branch offices or divisions, sometimes with supplementary contests for each branch or division.

A Typical Contest

Such a contest was that staged during the last three months of 1920 by the sales organization of the Office Specialty Mfg. Co. Here the competition was between the branches, the salesmen in each branch being spurred on by the desire to back up his fellows and bring his branch out ahead.

This contest took the form of an aeroplane race across Canada, the line of flight passing through each of the ten cities where there are Office Specialty branches. Its duration was three months, October, November and December. A large map of Canada was painted, as shown in the accompanying illustration, and copies of this were prominently displayed in each branch headquarters.

Each day's sales results were reported to head office, a series of addressed cards being provided for this purpose, and the branches periodically advised of the progress of each plane. The course was 3,000 quota miles long, divided into monthly stages of 1,000 quota miles, and sub-divided to show 10 quota-mile points. The quotas set were based upon pledges by each branch earlier in the year. Progress was determined by the amount of stock goods sold.

Bulletins were sent out to all salesmen every few days showing the standing of the branches, and carrying snappy messages from the heads of the firm. Prizes were handsome pieces of sculpture showing an aeroplane in base-relief. Results showed the value of this contest, for there is no hard times or "buying strike" talk, in the Office Specialty organization. They have lived up to their motto: "It Can be Done!"

The stimulus provided by a competition can readily be appreciated. The salesman finds business-getting harder. Refusals are frequent. It does not require many refusals to dampen the spirits of even the best salesmen. It becomes harder for him to keep up his enthusiasm. Without enthusiasm his chances are impaired.

Injects Enthusiasm

The contest serves to meet this situation in several ways. In the first place, it fixes objectives—and all the men are striving for the same objective. Properly arranged it puts all the salesmen on an equal footing. Then it makes the landing of orders a means to another end—the gratification of being on top, or near the top, in the "game" or "race"—if only for a time.

When a salesman's best customer turns him away with a "nothing for you this time" he is less likely to brood about it, because of his eagerness to get along and make it up in the next "inning." The ambition to do better or keep up with his fellows spurs him on with renewing optimism, energy and confidence, and he will leave no stone unturned, no prospect uncalled on, to improve his "score."

A contest is like a tonic. Even the most healthy of us may benefit by a tonic when the going is hard and our reserve powers are drawn upon. It is not the monetary value of the prize which proves the incentive, so much as the gratification and distinction of coming out on top, that makes contests successful in stimulating a sales force.

In a baseball game the players work at top-speed and with unbounded enthusiasm to bring home runs—not for the runs in themselves but because they mean winning the game. How listless a baseball game becomes when one side has enough runs to insure victory. Piling up more runs has no interest to the side that's ahead. But the possi-

The "Office Speciality" inter-branch sales quota rate—across Canada in Aeroplanes representing each of the ten branches, one thousand quota-miles for each of three months

bility of coming through the winner keeps every man on tip-toes, striving his utmost to get around, or drive a team-mate around, the bases. Runs are only the means to the end.

Appeals to Pride

So in a sales contest, the individual sale is made a means to another end. It is a step to victory—even if that means no more than having his name engraved on an honor role. The value of the prize itself becomes incidental to the honor of winning, if the competition has been properly staged and given the required publicity. The ambition to prove better than his fellows is strong in every man—and this is particularly true of men of the usual stamp of salesmen.

It is this reasoning which has caused many sales-directors to get away from the idea of holding up expensive prizes, or money prizes, offering instead the distinction of being recorded, prominently and often—held up before his fellow-salesmen and customers, as well as employers—as a winner in a keenly fought contest.

Sales contests have the value, too, of setting a mark to be aimed at. It is pretty direct hint to the men to get busy and keep busy. They are told what is expected of them, and are conscious of the fact that close tab is being kept on their day-to-day accomplishments. And further, they know that everybody else is going to know exactly what they are doing, as compared with others on the staff. If this isn't likely to make them hustle their hardest, then what will do so?

Added Incentive

Objection has been made to contests, by salesmen and some managers, that they are merely a scheme to make him work harder. The salesman who takes this view had better be counted out, in the days of consistent plugging for business which are ahead of us. The phsychology of the sales contest is what is needed right now. Salesmen must be made to realize that more is expected of them—that in the words of the Office Specialty slogan, "It Can Be Done," each man that it's up to him to do it. If the will to win is not in him—if he objects to hard work—suggest he get a ticket to Russia where a different incentive will be offered him.

Proper Staging Important

This feeling, however, emphasizes the value of proper staging of a contest. It should be planned, entered into and conducted in the good natured spirit that appeals to the sporting instinct that lies in every red-blooded man. Get your men interested in it as a sporting proposition. When a contest fails, in whole or in part, as has sometimes been the case, it has usually been because the director had failed to arouse and keep alive a feeling of good-natured and keen competition. Next to this the element of novelty is valuable.

The effect of a well planned and enthusiastically directed sales contest passes the comprehension of the uninitiated. The star salesmen, on his mettle, turns in orders exceeding all previous records. Weaker members of the staff are stirred into activity by their team mates and come through with records that open up a new realization of their capabilities. Territories that have, supposedly, been well covered yield unexpected crops, of orders, while poor districts, and "impossibles" among the prospects, are galvanized into life. A sluggish sales forces becomes charged as with electricity, with the result that the black line on the sales chart at home office shows a decided trend upwards.

Planned For Definite Objectives

Sales contests are planned to get results—to overcome obstacles—to get done the things which are not being done. Usually the idea is simply to achieve a greater sales volume—maybe to attain the quota set for the year, or to beat last year's record.

But they can be planned to accomplish particular objects. It may be to stir up business during a dull season, or to get old customers back on the books, or to get new customers. The points in one contest were based on the salesmen's ability to make increased sales to present customers. Another had for its object the distribution of a new line, and still another the increasing of each salesmen's calls.

Some contests have been arranged to accomplish several such results. Points were credited, so many for each call on a new prospect, certain points if window displays were secured, further points for sales, and so on.

A Contest For New Business

A western manufacturer, for example, felt that his salesmen were missing a lot of business by limiting their efforts to the securing of larger orders. Lots of "little fellows" were being passed up in the struggle to roll up a big volume of business. His contest took the form of a mountain-climbing expedition, the

salesmen ascending the mountain on the number of new orders received. A quota was set for each man, a "pep" sheet called "Going Up!" was sent out every few days with the top man's photo on the front page and cartoons and caricatures of contestants drawn on actual photographs of famous peaks being scattered through the pages. The standing of the salesmen was featured in each bulletin, and the leader and tail-ender at the time given write-ups. This contest lasted six weeks, and the winner received two weeks vacation with $200 for expenses.

When the officials checked up results they found that they had put on 47% new customers, most of whom were small. But during a year the total sales to these would amount to considerable business, while many of these customers naturally developed into bigger buyers as time went on.

Dealer Contests

Contests have also been used to get increased business, and particularly to get co-operation from retail distributors. Such a contest solved the problem of one concern which experienced difficulties in getting retailers to push its line, which was a new one. Quotas were set for each store, and a handsome silver trophy offered the dealer making the largest sales. Special prizes were offered the clerks making the largest individual sales. About fifty dealers took part in this competition. Their interest was kept alive through a weekly bulletin showing the standing of the competing stores, freely illustrated with photos of their staffs and a line of chatter calculated to keep them constantly on tip-toe.

"This competition brought up two interesting points," said a sales executive of the company. "A few weeks before the contest closed we discovered that our quotas had been set too low. Several dealers had reached their quota and were inclined to ease off. To overcome this we announced a special prize for the dealer whose sales most exceeded his quota. This stimulated sales greatly during the last ten days of the contest, which closed with a great rush when the second-place store in the main contest nosed out the leader and picked off this special prize.

"Another interesting thing we learned was that our dealers didn't quite understand the figuring of standings on a percentage basis. When we gave the standings in one, two three order interest at once revived."

Short Contests Favored

Experience seems to favor the short contest. It has been found rather difficult to keep the salesmen keyed up over a period longer than two or three months. At the start, the interest is keen and there is a strong determination to make good. But after the race is well under way there is a danger of interest dying out unless an early finish emphasizes the necessity of keeping going at top speed. In a long-drawn out contest there is a tendency to put off the spurt, confident that the leaders can be headed in the last lap.

One long contest was kept alive by offering special awards for each month's showing. An automobile maker staged a 500-mile race as a contest. A large chart showed the track, grand stands, repair pits, starting post, judges' stand, etc.—and each salesmen was to pilot a racing car. The entrance fee was ability and "pep." The number of orders to the mile was figured out on the salesman's quota for the year. Special prizes were offered each month to the man making the most mileage during that month—so in one sense this developed into a series of monthly contests, thus overcoming the disadvantages of the long-drawn out competition.

Salesman Competes With Himself

Concerns employing only a few salesmen have experienced difficulty in arousing enough of the contest spirit in a small staff of salesmen. In its place they have devised various plans by which the salesman is made to compete with himself, or his past record. This is the idea back of the task-and-bonus systems, under which a salesman is compensated according to the results he accomplishes.

This has been worked out on the point system, a valuation being set on the accomplishment of certain specified objects. One such system was described in Marketing about a year ago, which illustrated a method of valuating the work done by a salesman. Under this plan the different factors entering into salesmen's daily work are given a value worked out on a point system, as for example:

	Points
1. Calling on prospect	5
2. Call made on enquiry within 3 days of receipt	15
3. Call made on old customer	20
4. Call made on new customer	18
5. Order received—for each dollar	1
6. Credit of 10% of points for all orders sold on regular terms.	
7. Credit of 15 points given for calls on inquiries where goods are sold on first call. In other words, a combination of points for call on customer and for sale made.	
8. At the end of each three months a bonus of 10% of points made is given to those who have made their sales quota.	
9. Daily sales reports sent in promptly each day on the day's work, 5 points for each day and 1 point for each report sent in.	
10. 10 points are given for prompt forwarding of orders, promptness being defined as reports being sent within 24 hours of their receipt.	
11. Cancellations of orders not resold diminish the total number of points by the number of points credited for the sale plus a cancellation debit of 25 points on each order.	

Several other organizations have worked out quite elaborate point systems.

This task and bonus system, in one concern, cut salesmen turnover 29% in five months—increased business 14% in three months—and developed a higher percentage in every important function.

This plan is being studied and adopted with many variations by some of the largest organizations. A careful analysis is made of the selling problems of the firm to determine which activities of the men on the road contribute most to the sales. A valuation of these activities is determined, something in the manner as above described.

Determining Salesman's Value

A salesman's value to his employer is not to be determined alone by volume of sales, but by the degree to which he realizes on the potentialities of his territory. Taking care of old customers, developing their business, getting a bigger share of their orders may be important. Or getting new customers, covering every possible prospect no matter how small, may be considered more important work for the salesman, if the organization i successful in retaining customers when once secured. Co-operation by salesmen with advertising, credit and collection departments may also be a factor—and these services are taken into account in reckoning his value and accomplishments. One firm in Toronto has for several years made it one objective of salesmen to curtail expenses, and with good results.

Marketing will be glad to hear from readers who have worked out some of these problems, particularly

of details of interesting and successful sales contests, so that the information may be passed along for the benefit of others.

"The big thing about sales contests," says a veteran sales manager, "is a novel idea, timely and topical if possible. Be sure the quotas give the men an even break. Don't make the contest too long. And keep whooping it up! Bombard the salesmen with bulletins, keep the score constantly before them, be lavish with encouragement to those who are behind and generous with praise to the leaders. Kid the trailers gently, not sarcastically—and don't permit anyone to get away from the idea that it is all a good-natured sporting proposition. See that everybody gets all possible fun out of it. Play up personalities. That's all there is to it—except that you have to do it right."

* * *

SIGNS OF REVIVAL OF BUSINESS ACTIVITY

Removal of luxury taxes gives stimulus to retail business. Christmas trade good Many merchants keeping stocks down to narrow margins, ready to buy when prices warrant. Peak of depression period passed. MARKETING'S monthly review of business situation.

THE removal of the Luxury Tax just at the close of the Christmas season gave a fillip to business, that has had a considerable effect in encouraging a healthier movement in trading generally. This luxury tax imposed on practically all commodities selling at prices above a merely nominal figure, was probably one of the most unpopular taxes ever imposed in Canada. It had unquestionably a very material effect in slowing up buying. The consumer had grown used to paying say fifteen dollars for a pair of shoes, but he had not grown accustomed to paying an extra dollar and a half for the privilege of paying this amount. The result was that there grew up an underlying sense of injustice and annoyance that was a factor in withholding sales, quite apart from a mere matter of price.

Now this tax has been raised, and applies on only a very few articles where formerly it applied to the vast majority. The effect has been immediately noticeable in an improved Christmas business, and in an improvement in the weeks' business after Christmas. It had the effect too of improving the morale of the manufacturer and wholesaler. The manufacturer forseeing a recovering market in prospect has either again producing or is making plans for so doing, while the wholesaler is once more in the market.

Now it is not meant to suggest that business is entirely out of the woods. There has been a period of deflation in values, and this period still exists. There has been a hesitancy about buying, that has meant a business distinctly lessened in volume and in margin of profit. This condition still prevails, and is likely to prevail for some little time, but the withdrawal of the luxury tax, even in this brief interval, has brought about a marked change in the situation. The era of sharp declines that it was so confidently expected would follow the Christmas season, if it comes at all, will unquestionably be of a modified character. The removal of this unpopular tax has certainly stimulated business, and has started buying again on a healthier basis, and so the merchant is being enabled to liquidate his stocks, possibly at a slight loss, but still he is able to liquidate, which is the all important thing.

As a matter of fact business generally is in a sound condition, at the moment. It may not be showing profits, but it is pulling through its dull months in a way that indicates a satisfactory position.

Take the drygoods trade for instance. Profits are limited beyond question, but in the large majority of cases these businesses have in the past profitable years set by substantial reserves to met just such an emergency. One large business in a line allied to the drygoods trade has recently written off $500,000 to cover the depreciating value of goods and raw materials on hand.

They frankly admit that this does not mean an actual net loss of this amount. They had a substantial reserve fund from former years to provide for this contingency. This reserve did not it is true reach the amount of the total write off, but it approached it nearly enough for safety, and it is to be remembered that this reserve did not by any means represent the total profits of this business. Practically all the soundly financed dry goods concerns have laid aside such reserve funds. They can meet any situation that may arise without in the least endangering their stability. There is of course a percentage of business that has taken the profits that were showered upon them without any provision for the morrow. There always was and always will be this type of merchant. He flourishes in prosperous times and passes with their passing, but the point at the present moment is that this element is, if anything, smaller than the usual.

What is true of the large centres is even more true of the smaller. In one of the prosperous cities of Western Ontario, a large drygoods merchant reported that his sales in November were better than the previous November, not by much, but still they were better. This raises the point that in the consideration of business conditions one may gain a false conception by merely glancing at the centres. In the outlying districts that depend largely on the rural trade, the effect of the present dullness has certainly been felt to a far more limited extent.

Many manufacturers are adopting the wise policy of getting the price cutting period over as early as possible. One large woolen company has announced a thirty per cent. cut in next seasons selling. This has raised quite a storm on the part of the retailer who has goods in stock. The manufacturer urges, however, that the retailer sell stocks on hand at a fair price, if at a modest profit, sure in the knowledge that he can replace at a lower figure. Sound business policy this, to get back to normal prices at the earliest possible moment.

In the clothing and men's furnishing businesses, there have not been many bright days of late. The tide of retrenchment caught them with stocks bought at the top of the market, and in perhaps too liberal quantities. While this is true however, and while they have undoubtedly been going through serious days, in the majority of cases stocks have been reduced to a safe level. At a loss unquestionably, but here again there was a safe reserve of past profits to off-set this loss. It is probable that the Spring will see a marked revival in this business,

brought about by lower prices, made possible by the lower prices of woolens on all markets.

In the grocery business there is a noticeable improvement, though the usual after holiday dullness may obscure this fact for the time being. The fact that for a considerable time the retailer has been holding his stocks down to the narrowest margin, a policy that has also been followed by the wholesaler, has left them ready and able to buy when prices seemed to warrant. That time has about arrived, and there is a largely improved movement in the majority of food stock lines.

One large Toronto jobbing house reports the best Christmas trade of its history, and that despite the fact that it started very inauspiciously. The general tone, too, while less definite is distinctly optimistic. In the bulk lines the same situation prevails. The head of one of the large milling concerns, who for some time past has hardly known which way to turn to get even sufficient business to keep its mills open, now reports, that while not yet running to capacity, they are keeping their men employed, and are expecting to be able to continue to do so. Moreover there is a renewal of enquiry from British customers who have been off the market for many months, and once the surplus stocks in Britain are absorbed, which must be the case at a comparatively near date, there will be a marked increase in this business. Trading with the United States in these lines continues to be very satisfactory. In the hardware business there is comparatively little change, mainly because it has felt the effects of these changed conditions less than any other industry. Up to the present prices have remained fairly steady. In this trade too they have had ample forwarning of possible declines, so that even should these come there is little likelihood that it would cause any embarrassment. With the decline in building materials, a marked improvement in all building activities is expected in the spring. Altogether, while there is no use in attempting to minimise the fact that a very pronounced dullness exists at the present time, there is every reason to believe that business is wearing its way through this period with a success that gives evidence of its essential soundness. Moreover, all evidence points to the conclusion that the peak of this period of depression has been passed. Unemployment that threatened to create a serious situation, is remedying itself. One large shoe company that has been closed for some time is opening again. An example that is being followed by companies in other lines who have either been closed down or operating with a short staff. There is a certain measure of unemployment that is a result of the readjustment from business tuned up to a war pitch. It will take some little time for this to shake down, and until it does there will be this element of unemployment to consider, but it is growing less and with the turn of the year we are approaching a time when this surplus of labor, which at no time has reached serious proportions, will again be assimilated. That is one of the things that point to a gradual improvement. But there are many others. There is for instance the fact that the railway companies are reducing their rates. It is of course a fact that they are only reducing them after the substantial increase of some months ago, but still this sharp advance in freight rates was one of the factors in bringing about the last increases which were the straws that broke the back of the buying public, and any decline in this regard will be a factor in re-establishing business. Then there is another factor in the potential buying power of the farmer. Reports from a large number of branch bankers distributed throughout the Western provinces indicate that there is a substantial holding of grain stocks. They have not had to liquidate as in former years, owing to the payment of the profit sharing coupons on their last year's grain. Therefore there is an appreciable reserve of grain that will come on the market as soon as the roads are passable in the Spring. This will mean a more extensive buying power on the part of the farm population, than is usual at this time of year, a condition that will be reflected in rural communities and indeed in the cities as well. It is to be remembered also that the exports of grain to the United States in the last few months have totalled 56,000,000 bushels which at current prices plus exchange means a big purchasing power.

The holding back of stocks on the part of the farmer, a situation partly due to weather conditions, and partly to an unwillingness to accept the prices offered, has also had its effect on the financing of the wheat crop. The banks have been able to handle that proposition more easily than was expected and there is a general easing in the money market. Just what effect this will have remains to be seen, but whatever it is it will certainly have the effect of easing the business situation, and releasing funds for commercial purposes.

The situation however has been and still is psychological rather than actual. Business is still faced with the factor that the retailer, and the public are expecting declines, and while the producer knows that prices are rapidly approaching a period of stabilization. It becomes therefore a matter of convincing the public of this fact. When this is done, and any swing of the pendulum toward an advance is likely to do it, there will be a return to a satisfactory business movement. Not perhaps the business of the war years, but a sound and sane and profitable business never the less.

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Distribution on Defensive

"Dissatisfaction is manifest in many directions with the present system of distribution through the wholesaler and retailer" says H. H. Cooper, of Macdonald Cooper Limited, Edmonton, in a recent letter to Canadian *Grocer*. "That system must justify itself by economical and efficient service, otherwise other forms of distribution will inevitably be developed. Such development is already well under way in the United States. Within the last few years the huge mail-order enterprises and mammoth chains of stores have eliminiated one step in the process of distribution and are doing business totaling billions, which was formerly done by the wholesaler and retailer.

"The proposal of the grocers' section of the Ottawa Retail Merchant's Association to establish their own co-operative buying organization is a development which is to be looked for. It is the natural and inevitable outcome of the policy which is being followed by the wholesale grocers as indicated by the activities of their various organizations.

"Practically everyone who gives any serious thought to present social and economic conditions is demanding the elimination of all waste and unnecessary expense, and points out the imperative necessity for more efficient and economical distribution of products from manufacturer to consumer, particularly foods."

Is On The Defensive

"It does not necessarily follow from this that the wholesaler and retailer are going to be eliminated—though the chairman of the U. S. Federal Trade Commission, says they will soon disappear as a factor in the grocery trade; but the present system is on the defensive, and must justify its continued existence by greater efficiency and economy of operation. The spread between the manufacturer's price and the cost to the consumer must be lowered. The retailer need not necessarily work for a smaller net profit, but by greater efficiency, more care in buying, more rapid turnover, elimination of waste, and reduction in the cost of delivery and other service given the consumer, and particularly in the shortening or elimination of credit, he must lower his cost of operation. The wholesaler on his part must be prepared to operate so as to add only the irreducible minimum to the manufacturer's price when reselling to the retailer. It will not meet the situation to ignore or defy the growing demand for more economical distribution."

LONDON'S GREAT ADVERTISING EXHIBITION

First complete account published in America of the great "International" advertising exhibition, held in London, England a month ago. 220,000 pay admission. Pageant one of many striking features. Exhibitors highly pleased with results.
From MARKETING'S British correspondent.

JOHN C. KIRKWOOD

ON Saturday, December 4th, 1920 at 10 p.m., there came to an end the International Advertising Exhibition, held in London at the White City, Shepherd's Bush.

The Exhibition lasted a week. It was organized and carried through by the Thirty Club, of London—a body of advertising men who have pride in the reflection that it is the most exclusive advertising club in the world. Once, 10 years ago, I was a member of this constellation, being joined to it when it had less than 15 members, and when it lacked a vision of its own future glory. Now I sit in the shadow of the past, a sort of Lazarus gazing on Dives.

When, last March, the conception of the International Advertising Exhibition took place in the brain of Major J. C. Akerman, there was a dream of the participation in it of the United States and Canada, and ambassadors from the Thirty Club in the persons of W. S. Crawford and Charles F. Higham, M.P., went to America to have realized the large idea. But for reasons that I know not, the transatlantic participation did not eventuate. The word "International" was carried through to the end, but on the posters the letters forming it were small in comparison with the size of the letters of associated words.

A Well Organized Exhibition

For many months the project of the Exhibition and its development were carried forward by the Thirty Club, each of whose members spent himself unstintingly in the effort to make the Exhibition worthy of the Thirty Club and of Advertising as a force.

It was declared with mighty oaths that an advertising exhibition promoted by advertising men could not be allowed to fail; that advertising had to be justified of its children. So the men of the Thirty Club put every last ounce of energy and the quintessence of deep thinking into the project, and into the labour of organization.

Mr. Sam Haughton, of Irish Linen fame, was the chief administrator, and in his cabinet were advertising men of high distinction, against whose names in the scattered "Who's Who" of London's advertising publications are written innumerable records of Big Things Done.

I stress this because it is the explanation of the wonderful success of the Exhibition. It is the fidelity of individuals which guarantees the success of any enterprise.

The organization of the Exhibition was departmentized. For example, there were:—

An organizing committee.
A committee to deal with National Advertisers.
A reception committee.
A works committee.
A publicity committee,

and several more.

The selling of space was a big job. It was all sold—£40,000 worth of it! The floor space in the White City buildings exceeds the space available at Olympia (London's principal exhibition building) by 20,000 square feet.

The Attendance

An attendance of 100,000, at 1/ per entrant, was considered necessary to make the Exhibition a public success. This attendance was more than doubled!

On the first morning of the Exhibition—a Monday—the queues waiting for admission at 12.30 noon were declared to be miles long. At any rate, they looked to be miles long, and within an hour after the opening of the Exhibition, the doors were closed, not to be re-opened until 3 o'clock. In the evening similar history was repeated and many thousands went away, because admission was hopeless.

Tuesday, at 11 o'clock (when the doors opened), the queues were gigantic, and the day's crowd greater than on the Monday. The aisles were congested to a degree that made passage through them almost impossible.

On the Wednesday and Thursday the crowds were almost as great as on the two previous days, and the management decided to make Friday a 5/- day, to make it more comfortable for everybody. At 5/- there passed through the turnstiles 10,000 persons.

Saturday's crowd was huge.

The Poster Pageant

Paid-for space was liberally used to attract attendance; but the newspapers, particularly the Northcliffe Press, gave the Exhibition generous treatment in their news columns. On the Saturday preceding the opening of the Exhibition there was a Poster Pageant through the streets of London. It surpassed in picturesqueness and variety the best Lord Mayor's Show London ever held.

The Poster Pageant aimed to reproduce structurally and humanly famous posters. There were floats too numerous to count; pedestrians, altered marvellously; coaches and horsemen, and bands; elephants and camels. You saw the Kodak girl, Zebra Polish, Cooks Farm Eggs, "Bubbles" of Pears Soap, Edwards Desiccated Soup, Waterman's Fountain Pen—but why recite Britain's poster users?

The procession formed in Hyde Park at mid-day and finished after the dusk had fallen—the rain, also—at Kingsway at 5 o'clock. At one point a Dick Turpin on his Black Bess held up the procession by presenting two villainous pistols at some bewigged dandy, who surrendered his all—a sheet on which was scrawled —"Net sales—1,565,565"—a "take-off" on the London *Daily Mail*, whose campaign for a declaration of net sales is the current sensation of newspaperdom and the agony of the Dumb Press.

To see the Poster Pageant countless thousands lined the route of the procession, and presumably made up their minds to attend the Exhibition.

The Lucky Dip

But perhaps the great magnet was the Lucky Dip. Visitors who paid a shilling were given a numbered ticket which they exchanged in the farthermost corner of the farthermost hall for some manufacturer's gift. The major gift was a motor car, value £165. Another gift was a gramophone, value 85 guineas. Gifts of all sorts, presented by manufacturers, ranging from value as above to the value of 1/-, were given to all admission-paying visitors. Provision was made for the distribution of 100-,

Lower in Rate than U.S. Morning Papers

The Globe sells its advertising at lower rates than the morning papers of the United States.

There are 437 American morning papers, ranging in circulation up to half a million a day.

The Globe's *NEW* rate (effective on *new* business Jan. 31) is lower than the average *ESTABLISHED* rate of these American morning dailies.

Morning Papers in the United States		The Globe	
Aggregate Circulation	9,827,775	Circulation	87,501
ESTABLISHED rate per line	$26.14	*ESTABLISHED* rate per line	18c.
		NEW rate per line	22c.

(Reported by Barbour's Standard Rate Sheets, Dec. 1920)

American Papers, *ESTABLISHED* rate, per milline **$2.65**

The Globe, *ESTABLISHED* rate, per milline **$2.05**

The Globe, *NEW* rate, per milline **$2.51**

The milline rate is the cost of one agate line in a million copies of a publication or group of publications.

No Parallel Among Dailies of Canada

Among the morning papers of Canada, there is no parallel to The Globe. Its circulation exceeds that of any other morning paper in Canada by many thousands daily.

The Globe has never used a premium or other surreptitious means to secure readers. Its circulation is more than double that of any other Canadian morning paper which has not used premiums to secure its readers.

The Globe
TORONTO

Member Audit Bureau of Circulations

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.
PORTLAND, ORE., Selling Bldg.

GREAT BRITAIN—T. R. Clougher,
Royal Colonial Chambers,
17 Craven St., London, W. C.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

Predominating Medium in Canada's Greatest Market-Place

000 gifts—manufacturers' branded products chiefly.

It was believed that it was the lure of the "Lucky Dip" that attracted the crowd, and it was felt that the wrong class of people was attending. So on the Tuesday the Lucky Dip was suspended, and the newspapers announced the fact, and a great streamer across the entrance front warned all visitors that the Lucky Dip attraction had been dropped, yet the crowds attended in undiminished numbers.

A Royal Visit

On the Thursday a message was sent to all Exhibitors. It warned them that at 9.30 a.m. on Friday an event of very great interest would take place, and to be on hand. What mystery seemed to lie in the words was an open secret: the King would attend!

9.30 a.m. is early. I suppose I left my home at 8 o'clock. I bought fresh flowers for our own stand—not very regal ones, but pretty enough, and travelled by devious ways to arrive at the White City at 9.30. I was there on the stroke, but entered by a side door because the front entrance was closed. Just as I entered I met a procession. I recognized the King, and accompanying him, Sir Robert Horne, President of the Board of Trade, and Major Akerman. Then followed Queen Mary, escorted by Charles Frederick Higham. Abashed, I scarcely saw the others of the royal and escorting party, and hastened by them, with a sense of guilt for being late, and because I was going hurriedly in the opposite direction.

We were very confident that the King would visit our own stand, because it was declared to be one of the finest and most attractive of all; and because two of our directors are members of the Thirty Club and were of the escorting party, and we had made special preparations. We learned, however, that no influence was being used to direct the King's footsteps or attention, and when he came to our stand, he but glanced at it and passed on. But Queen Mary did us some honour: she crossed over to look at a book of ours showing examples of our work, but the visit was but for a moment. Turning back, she crossed to a stand opposite ours, which she had just passed, and which was in charge of a young lady. The cause of the Queen's return was a diminutive model of a grand piano which has been presented by the makers to its advertising agency, the exhibitors, who showed it prominently on their stand. The motherly heart of the Queen was appealed to, and she wanted to see the toy more closely. The young lady curtsied and then became the extraneed interpreter of the little piano. What Queen Mary did, all others did, and so about the model was gathered a very royal party, of no small dimensions, including Queen Alexandra, Princess Mary, the King and Queen of Denmark, the Queen of Norway, and a very considerable suite of countesses, ladies, colonels, majors, and captains.

When the royal company passed on, it was to stop at another stand almost opposite our own. Before the procession of sovereigns had arrived in our aisle, I had noticed this stall in particular, remarking to myself on its ludicrous bareness—two side walls and an end wall on which were hung unframed crayon portraits on a grey ground. Deep in the emptiness was a slim easel, with a card on it, and the only thing I could make out was "5/-."

I did not wonder that the owner of this meagre and insipid exhibit should be absent, for what had he to show? But into the cavity of this stand the royal party turned, and spent some minutes there; and I learned afterwards that instructions were left that the name of the exhibitor be sent to the Royal Household! This exhibitor, honoured in absence, was a lightning artist, who "did" crayon portraits of passers-by for five shillings! All of which goes to show that kings and queens are very human folk, and that sometimes they turn away from magnificence and richness to the simple things.

The Lucky Dip was revived for the delectation of the royal visitors. If I recall rightly, His Majesty got a pair of socks!

Luncheons

Each day a luncheon was given by the organizers and was addressed by guests of distinction, among whom were Sir Robert Horne, President of the Board of Trade; Sir Eric Geddes, Minister of Transport; Mr. F. G. Kellaway, Director of Department of Overseas Trade, Lieut.-Col. L. S. Amery, M.P., Under-Secretary of State for the Colonies; and Lady Rhonda.

The London *Daily Mail* gave a luncheon to publishers who had issued Net Sales certificates—a very small company, so Wareham Smith, a director of the *Daily Mail*, declared. Next year he hopes that the number to sit round this Net Sales luncheon table will make a very big company.

Lectures

The educational side of the Exhibition, apart from what one might see and hear at, on and in exhibitors' stands, was represented by a series of evening lectures on phases of advertising and salesmanship. Among the subjects were:—

"The basic principles of successful advertising."

"The value and functions of an advertising agent,"

"Selling goods by post."

"Co-operation in trade advertising"

"The human element in business."

"The young man's opportunity in salesmanship and advertising."

"Art in advertising and printing."

"Advertising as it affects the department store."

"Advertising by the retailer"

"Rehearsing the sale."

Among the lecturers were Thomas Russell; Chas. F. Higham; W. S. Crawford; S. M. Skinner, managing director of John Barker Co. Ltd., department store; Miss Burlton of Selfridges; and Samson Clark of the advertising agency bearing his name.

The attendance at these lectures frequently run into 1,000 or so.

On the occasion of the first lecture, the speaker had the competition of the hammering of the builders of the lecture hall!

The Exhibition Proper

The exhibits were in four spacious rooms. First, there was the vestibule building; then there were two huge buildings, to which this vestibule led, surrounding the Court of Honour—once a place of ornate beauty, irridescent cascades and fountains, colonnaded piazzas, but now a dingy wreck of its former self, because of its occupation by troops during the war years; and a fourth building of great size, where Poster Street and allied displays were shown.

In the huge buildings flanking the Court of Honour the majority of exhibitors' stands were grouped. While there was a supervising architect for the Exhibition, each exhibitor was allowed full liberty to design his own stand. Generally speaking, however, the stands, structurally and in the matter of their facias, were of a common type. There were many notable departures, however. The *Times* newspaper had, probably, the most striking of all the stands—a very spacious exhibit devised in the Georgian style, in white. It had a severe simplicity worthy of the *Times*. Charles Frederick Higham's stand was another one to compel attention. Mahogany panelling, costly office furniture and good rugs gave it the aspect of richness. It was designed to typify a modern office.

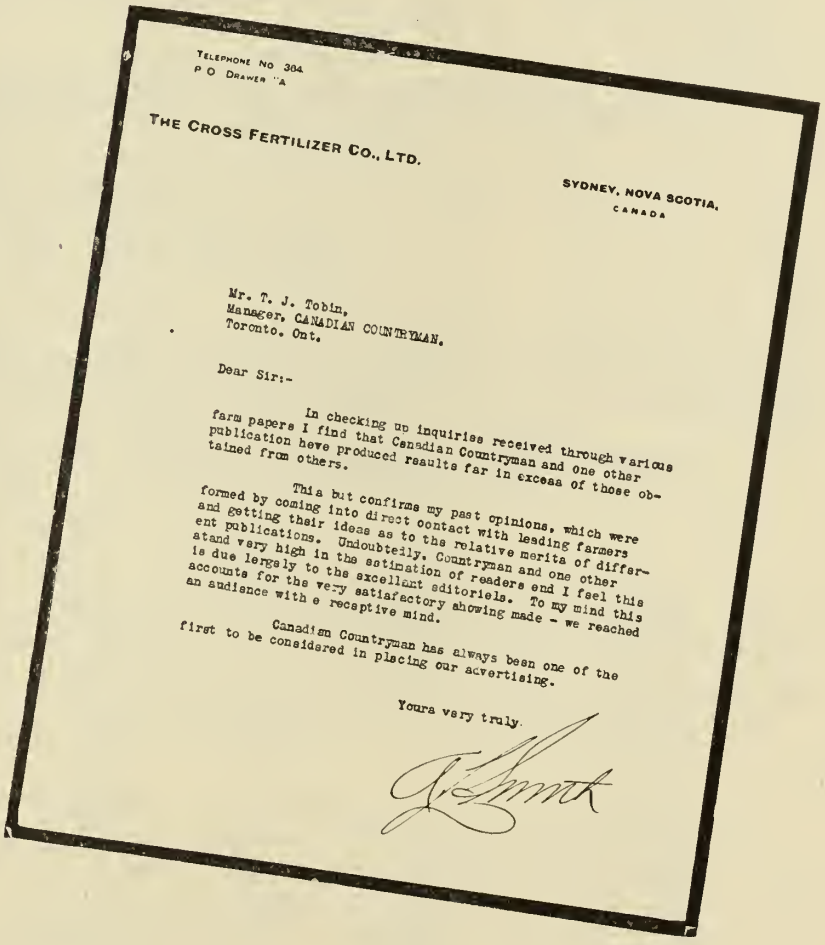
Many other newspapers beside the *Times* had stands made attractive and

(*Continued on page 66*)

"*Canadian Countryman*, and One Other Publication, Produced Results Far in Excess of Other Farm Papers—

"This but confirms my past opinions, which were formed by coming into direct contact with leading farmers and getting their ideas as to the relative merits of different publications. Undoubtedly Canadian Countryman, and one other farm paper, stand high in the estimation of their readers."

A. L. SMITH, *The Cross Fertilizer Co.*



TELEPHONE NO. 304
P O DRAWER 'A'

THE CROSS FERTILIZER CO., LTD.

SYDNEY, NOVA SCOTIA,
CANADA

Mr. T. J. Tobin,
Manager, CANADIAN COUNTRYMAN,
Toronto, Ont.

Dear Sir:-

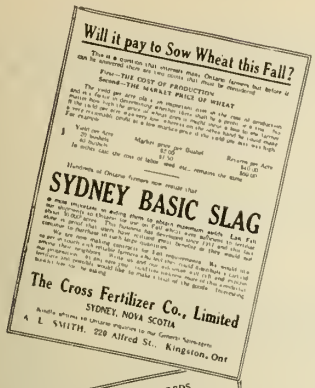
In checking up inquiries received through various farm papers I find that Canadian Countryman and one other publication have produced results far in excess of those obtained from others.

This but confirms my past opinions, which were formed by coming into direct contact with leading farmers and getting their ideas as to the relative merits of different publications. Undoubtedly, Countryman and one other stand very high in the estimation of readers and I feel this is due largely to the excellent editoriels. To my mind this accounts for the very satisfactory showing made - we reached an audience with a receptive mind.

Canadism Countryman has always been one of the first to be considered in placing our advertising.

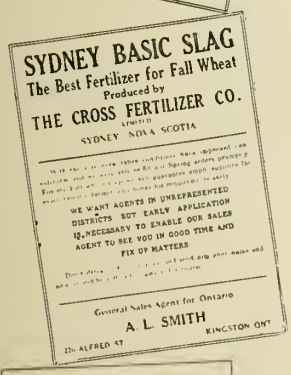
Yours very truly.

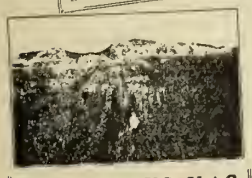
A. L. Smith

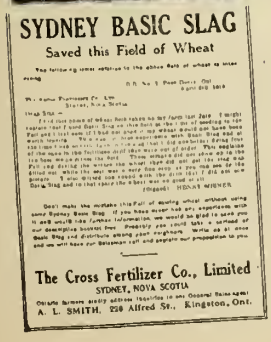

Will it pay to Sow Wheat this Fall?
SYDNEY BASIC SLAG
The Cross Fertilizer Co., Limited
SYDNEY, NOVA SCOTIA
A. L. SMITH, 220 Alfred St., Kingston, Ont

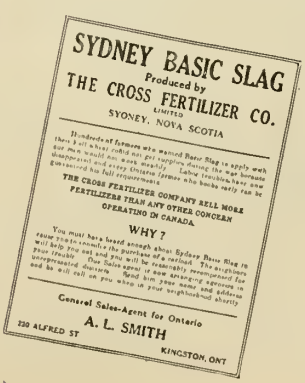
WHY IS IT THAT HUNDREDS OF ONTARIO FARMERS BUY
SYDNEY BASIC SLAG
In Preference to any Other Fertilizer?
The Cross Fertilizer Co., Limited
SYDNEY NOVA SCOTIA
A. L. SMITH, 220 Alfred St., Kingston

Fertilizers for Fall Wheat
SYDNEY BASIC SLAG
THE CROSS FERTILIZER CO.
SYDNEY NOVA SCOTIA
A. L. SMITH, 220 Alfred St., KINGSTON, ONT


SYDNEY BASIC SLAG
The Best Fertilizer for Fall Wheat
Produced by
THE CROSS FERTILIZER CO.
SYDNEY NOVA SCOTIA
WE WANT AGENTS IN UNREPRESENTED DISTRICTS BUT EARLY APPLICATION IS NECESSARY TO ENABLE OUR AGENT TO SEE YOU IN GOOD TIME AND FIX UP MATTERS
General Sales Agent for Ontario
A. L. SMITH
KINGSTON ONT




SYDNEY BASIC SLAG
Saved this Field of Wheat
The Cross Fertilizer Co., Limited
SYDNEY, NOVA SCOTIA
A. L. SMITH, 220 Alfred St., Kingston, Ont.


SYDNEY BASIC SLAG
Produced by
THE CROSS FERTILIZER CO.
SYDNEY, NOVA SCOTIA
THE CROSS FERTILIZER COMPANY SELL MORE FERTILIZER THAN ANY OTHER CONCERN OPERATING IN CANADA.
WHY?
General Sales Agent for Ontario
A. L. SMITH
220 ALFRED ST
KINGSTON, ONT

Many Ontario Farmers Purchase
SYDNEY BASIC SLAG
THE CROSS FERTILIZER CO.
SYDNEY, NOVA SCOTIA
A. L. SMITH, 220 Alfred St., KINGSTON, ONT

A NEW LIST OF CANADIAN HOUSE ORGANS

Ten house organs in last year's list have been discontinued, while twenty-two new ones appeared during 1920. If you note any omissions or errors please call MARKETING'S attention to them.

Compiled for MARKETING by W. J. HEALEY

A LITTLE more than a year ago, MARKETING published a list of all the Canadian house organs of which it was possible to obtain particulars at that time. The list contained the names of 95 house publications that were then being issued by 90 different Canadian firms and organizations.

A few weeks ago steps were taken to prepare an up-to-date list of the house organs being published in Canada at the close of 1920. In the compilation of this list, 85 of the names on the list of a year ago answered the roll call; names of 22 new house organs that have made their appearance in the past year were obtained; 5 that were in existence a year ago but did not appear on last year's list, are included in the present number; as far as can be learned 10 that appeared on the list a year ago have since discontinued publication; and the net result is the following list of names of 111 Canadian house organs.

This very brief analysis is interesting as an indication of the ability of the house organ to keep its head above the rising tide of paper, printing and engraving costs. Of those that have discontinued publication, four firms give the scarcity and high cost of paper as the reason why they have been discontinued. Of these four, three state that they have suspended publication temporarily and expect to start again during 1921.

Of the twenty-two new house organs whose appearance during 1920 has been reported, it is interesting to note that eleven are employees publications. Three of the new house organs are issued by banks, two by paper companies and two by rubber manufacturers, and two by daily newspapers.

Of the 85 house organs that appeared on last year's list and also this year's, two have changed their names, several have altered their size, some are issued more frequently and some less frequently than last year.

On the whole the general physical appearance of these house organs has improved in the past year, in spite of the increased cost of engraving and printing. The new house organs, especially, represent a high standard of design, engraving and printing, and the general impression resulting from an examination of copies of about a hundred Canadian house organs is that they compare very favorably with any other form of present day Canadian advertising.

*Star indicates house organs started during the past year.

House Organs Published in Canada at End 1920

Name	Issued by	Business	When Est'd and Frequency	Size and No. of Pages	Editor	Circulation
After Five O'Clock.	Curtis Co. Ltd., Windsor, Ont.	Printers	1917	16 pp. and cover 6x10¾	R. O. Wagner	Advertisers
Agency Review	Sun Life Ass'ce. Co., Montreal		M	6x9—40 pp.		Agents
Agents' Bulletin	Mutual Life Ass'ce. Co., of Canada, Waterloo,O		M	9x12—16 pp.	B. W. N. Grigg	1400 Agents
Agents' News	Imperial Life Ass'ce. Co., of Canada, Toronto		1899–M	6x9—12 to 24 pp.	J. G. Parker	900 Agents
Agricultural & Indus. Progress in Canada	C.P. Ry. System, Montreal		1919–M	8½x11 20 pp. & cover	N. S. Rankin	5,000 Agents
*The Algoman	Algoma Steel Corp., Sault Ste Marie		Oct., '20–M	8½x11½— 20 pp. & cover	F. J. McGue	3,000 Employees
Ames, Holden Shoe Facts	Ames, Holden,McCready Ltd., Montreal	Shoe Mfrs.	Oct., '18–M	9x12—16 pp.	R. W. Ashcroft	10,000 Retailers
The Amphibian	Sadler & Haworth, Montreal	Belt Mfrs.	1916–M	6x9—12 pp.	W. J. Sadler	5,000 Belt users
Armour Magazine	Armour & Co.	Packers	M	9x12—32 pp.	S. A. Hedberg	Employees
Auto Links	Can. Fairbanks-Morse Co. Ltd., Montreal	Machinery Sup. House	1917–S-M	8½x11¼— 12to16 pp.	Hew Trill	8,000 Auto Acces.dealers
*The Beaver	Hudson Bay Co., Winnipeg	Ret.&Whol. Mdse.	Oct., '20–M	6¾x10— 32 pp.	C. M. Thomas	5,000 Staff
Behind the Cotton Counter	Dominion Textile Co. Ltd.	Cotton Mfrs.	Jan., '20–M	6½x9½— 20 pp.	B. B. Cooke	12,500 Dry goods clerks
Belts	Federal Engineering Co. Ltd., Toronto		May, '16– Bi–M	4½x7¾– 24 pp.	S. C. DeWitt	4,000 Ind'l. Plants&Mines.
Bob's Booklet	R. G. Long & Co. Ltd., Toronto	Overall & Glove mfrs.	Nov., '17–M	4x9–16pp. &c	A. B. Kerr	7,000 Retail. merchants
*Brompton News	Brompton Pulp & Paper Co., E. Angus, Que.		Oct., '20— S–M	12½x18	S. B. Osborne	Employees
Bulletin	American Port Authorities, Montreal		Dec., '19–M	5½x8½— 160 pp.	M. P. Fennell	600 members
Bulletin	Railway Asso. of Can., Montreal		1918	8¼x11–4 pp.	B. B. Cooke	3,500 mfrs.
Bulletin	Great West Life Ass'ce. Co., Winnipeg			24 pp.	H. A. Cameron	1,500
*Caduceus	Can. Bank of Commerce, Toronto		1920–M	6¼x9½—32 pp.&cover		Staff
Can. Bandsman& Orch. Journal	R. S. Williams & Sons Co. Ltd., Toronto	Mus. Instr.	1906–M	8x10—32-48 pp.	A. L.Robertson	2,000 Band leaders & plys.
Can. Illustrated Monthly	Can. Steamship Lines		Feb., '16–M	8½x11—72-84 pp.	C. Agassiz	
Can. Nat'l. Rys. Magazine	Can. Nat. Rys.		1914–M	7x10—96 & cover	W. J.Whiteside	25,400 Employees
Can. Oil News	Can. Oil Cos. Ltd. Toronto		1915–M	3½x6¼— 16 pp.	C. L. Archbold	230,000 Mot. car&boat owners
Canadaink	Canada Printing Ink Co., Ltd.		Jan., '20–Q	5¾x8¼– 16 pp.	W. E. Sharpe	2,500 Customers & prospects

Listen!
Spring is Coming

Copy should
be under way

Our Annual Spring Number

will be published
under date of February 5th

¶ This issue will devote special attention to automotive equipment on the farm. Coming out more than a full week preceding the opening of the Winnipeg Motor Show on February 14th, it will have added advertising value from the standpoint of those firms catering to the motor, tractor, and farm light plant business in Western Canada.

¶ This number also precedes the regular spring meetings of the Agricultural Societies, Seed Grain Conventions and the Spring Shows in the West, when farmers will be giving careful attention to questions of grain cleaning machinery, cultivating and seeding machinery as well as farm equipment in general. Advertising for all such lines will be very timely in this issue.

¶ The cover design, in red and black, has been especially drawn for this Annual Spring Number. Editorial matter will include, in addition to our regular departments, contributed articles on various classes of power machinery and farm equipment. This extra editorial effort means added advertising value. Good space in this number will be particularly effective.

¶ Copy should reach us early, as make up will commence on January 20th and forms will go to press continuously. Last minute copy will be accepted up until January 26th.

Eastern Canada Office
J. B. RATHBONE,
95 King St. E., Toronto
413 Transportation Bldg.
Montreal

Eastern U.S. Office
WALLACE C. RICHARDSON,
Inc
95 Madison Ave., New York

The Nor'-West Farmer
The Pioneer Farm Journal of Western Canada
WINNIPEG, MANITOBA, CANADA

Established 1882

Published to Promote Good Farming

Canadian House Organs—*Continued*

Name	Issued by	Bussiness	When Est'd and Frequency	Size and No. of Pages	Editor	Cir ulation
*Canoko Trade Talks	Can. Optical Co. Ltd., Ltd., Toronto		Nov., '20–B-M	5½x8½—16 pp.	.S.B.McMichael	Optometrists &Opticians
*C.C.M. Plant News	Can. Cycle & Motor Co. Ltd., Toronto		Nov., '20–M	5½x8½—4 pp.		600 Employees
*Citizen Retailer	Ottawa Citizen		Nov., '20–M	10½x18—12 pp.	Olin J. Harris	Retail mchts.
Connecting Links	Dominion Chain Co. Ltd., Niagara Falls, O.			6x9	L. A. Mueller	Employees
*The Crest	Howard Smith Paper Mills, Ltd., Montreal		Oct., '20–M	5x8—16 pp.	R. M. Maclean	10,000 Paper users
Darling Digest	Darling Brothers, Ltd., Montreal	Machinery mfrs.	1918–M	6x9—16 pp.	E. B. Curzon	3,500
The Digester / Le Digesteur	Laurentide Co. Ltd., Grand Mere, Que.	Paper mfrs.	1918–W	15x21½—4 pp.	W. D Leary	2,500 Employees & others
Doorways	Richard Wilcox Canadian Co. Ltd., London, Ont.		M	5x7½—16 pp.	W. R. Yendall	8,000
The Dominion	Can. Cons. Rubber Co. Ltd., Montreal		Aug., '13–S–M	6x9—16 pp. & cover	W. F. Bilger	2,000 Emp. & staff
*Dunlop Rubber Factory News	Dunlop Tire & Rubber Co. Ltd., Toronto					Employees
The Echo	R. S. Williams & Sons Ltd., Toronto	Mus. Instr.	1900–M	6x9—8 pp.	A. L. Robertson	4,000 Music dealers
Excelsior Life Banner	Excelsior Life Assurance Co., Toronto		M	5½x7½—16 pp.	C. P. Muckle	500 agents
*Farm Links	Can. Fairbanks-Morse Co. Ltd., Montreal	Mach. Sup. House	Jan., '20–M	8½x11¼—12to16pp.	Hew Trill	3,000 Farm imp. dealers
Foot Prints	Can. Consol. Rubber Co. Ltd., Montreal		3 times a yr.	6½x8¾—32to80pp.	W. F. Bilger	20,000 Shoe dealers
Ford News	Ford Motor Co. of Canada, Ltd.		Aug., '13–M	8½x11½—12 pp.		2,700 Dealers &clerical staff
*From the Ground Up	Ames, Holden, McCready Ltd., Montreal			6x9—18 pp.	R. W. Ashcroft	Employees
Frossts Drug Topics	C. E. Frosst & Co.	Mfg. Drug.	1918–M	4½x6—16 pp.	H. Martin	5,000 Druggists
The Gillette Blade	Gillette Safety Razor Co., Ltd.		1918–M	6x9—48-64 pp.	H. S. Beecher	Employees
Gilt&Glimmer	Stauntons Limited	Wall Paper mfrs.	May, '08–M	4½x6¼—20 pp.&cover	Osborne E. Daltray	6,000 Dealers
Ginger	Noble Scott Ltd.	Printers	1917	4½x8—8 to 16 pp.	Noble Scott	500 Printing buyers
Goodyear News	Goodyear Tire & Rubber Co. of Canada Ltd.		1913–M	12½x15—4 or 6 pp.	C. H. Clancy	8,500 Dealers
Graphica	Herald Press Ltd.	Printers	1912–M	6x9—16 pp.	E. D. Ring	2,500 Printing buyers
Greenshields Monthly Review	Greenshields & Co., Montreal	Investment Bankers	1911–M	8½x11—6 to 10 pp.	R. D. Bell	18,000 clients & prospects
Home Bank Monthly	Home Bank of Canada, Toronto		Nov., '17–M	6x9—16 pp.		2,500 Staff, brokers
The Humidor	Tucketts Ltd., Hamilton	Tob. mfrs.	1919–Q	9x12—8 pp.		Dealers
100-Ton Booster	Canada Metal Co. Ltd., Toronto		Apr., '15–M	5½x8½—24 pp.&eover	Horace C. Crow	5,000
The Hustler	House of Hobberlin Ltd., Toronto	Men's Cloth'g.	1912–M	6x9—16 pp.	Thos. E. Ward	1,300 Agents
Hydro Bulletin	Hydro-Elec. Power Comm. of Ont.		1915–M	7x10—32 pp.	W. M. Bostwick	3,000 Empl. &c.
Imperial Life Guard	Imperial Life Ass'ce. Co. Co. of Can., Toronto		Dec., '17–Q	5½x7¼	Clifford Elvins	47,000 Policy holders
*Inklings	Westman & Baker	Printer's Sup.	1920–M		G. Alex. Phare	
Imperial Oil Review	Imperial Oil Ltd., Toronto		M	8¾x10¾—20 pp.	H. K. McCann Co.	6,800 Employees
Imperial Salesmotor	Imperial Oil Ltd., Toronto		Bi-M	8¾x11	H. K. McCann Co.	1,400 Salesmen
Kodakery	Can. Kodak Co. Ltd., Toronto		Nov., '13–M	5¼x7½—32 pp.		Kodak users
Kodak Salesman	Can. Kodak Co. Ltd., Toronto		Feb., '15–M	6x9—16 pp.		Kodak dealers & salesmen
Martin's Papyrus	John Martin Paper Co. Ltd., Winnipeg		Jan., '17	6x9—16 pp.	A. C. Hunt	800 Printers & pub'rs.
Massey-Harris Illustrated	Massey-Harris Ltd., Toronto		1881–Bi-M	7½x10⅝—16 pp.&eover	John Martin	95,000 Farmers
(M-H) Weekly	Massey-Harris Ltd., Toronto		Apr., '19–W	7½x10¾—8 pp.	John Martin	4,500 Employees
Meadows Coal Dealer	Geo. B. Meadows Ltd., Toronto		1918–Q	8½x11—4 pp.		3,000 Coal dealers
Meadows Manufacturers' Monthly	Geo. B. Meadows Ltd., Toronto		1918–Q	8½x11—4pp.		3000 Manufacturers
The Metropolitan	The Met. Life Ass'ce. Co. of N.Y.		Q	7⅞x11—12 pp.	Luther B. Little	375,000 Policyholders
More Pep	British Whig Pub. Co., Ltd., Kingston	Printers & pub'rs.	Dec., '18–M	4½x6¼—16 pp.&cover	Leman A. Guild	2,000 Adv. & agencies
The McGill News	McGill Univ. Graduates Soc.		Dec., '19–Q	8¾x11½—84 pp.&cover		6,000 McGill graduates
Motor Sparks	General Motors of Canada, Ltd.		May, '19–S-M	5½x8½—8 pp.	Milton Bergey	3,000 Employees
Mueller International News	H. Mueller Mfg. Co.Ltd., Sarnia, Ont.		1917–M	5¾x8½—20 to 24 pp.	G. A. Walker	1,000 Employees
The Mutualist	Mutual Life Ass'ce. Co. of Can. Waterloo		Q	9x12—16pp.	B. W. N. Grigg	17,000 policyholders
McClary's Wireless	McClary Mfg. Co. Ltd., London, Ont.		1909–M	6x9—24 pp.	Margaret Wade	8,860 Hdw. dealers
Nalaeo	North Amer. Life Ass'ce. Co., Toronto		Oct., '11–M	6x9—16 pp.	A. J. Hutcheson	800 Agents
National Drug News	National Drug & Chem. Co. Ltd.		Nov., '06–M	6x9—16 to 32 pp.	E. G. Brewer	4,000 Druggists
*Neilson News	Wm. Neilson Ltd., Toronto					Employees
News Letter	Great West Life Ass'ce. Co., Winnipeg			4 pp.	H. A. Cameron	30,000
Office Appliance Notes	Can. Office Appliance & Supply Co., Toronto		June, '18–M	16 pp.	G. W. Bell	7,500
Office Specialty	Office Spec. Mfg. Co. Ltd., Toronto		July, '16–M	9x11½—12 to 28 pp.	W. R. Paterson	600 Employees
*Our Market Opinions	C. C. Smith & Sons, Montreal	Invest. Brokers	Oct., '20–M	8½x11—4pp.	C. C. Smith	3,000 Customers & prospects

240% GAIN

in volume of business

FARM AND HOME

records the greatest increase amongst Canadian Farm Papers, and has the biggest lineage of any farm paper west of Winnipeg.

BECAUSE

British Columbia is the only field in Canada that is COVERED BY ONE MEDIUM. NO WASTE. NO DUPLICATION. An open and shut proposition—reach ALL the 25,000 farmers in B.C. by the ONLY paper that covers this $85,000,000 market.

Over 25,000 Circulation. A.B.C.

VITAL FACTS:

	Nov. 1919	Nov. 1920	Gain	Loss
Farm and Home	**17,913**	**61,201**	**43,288**	.....
Ottawa Farm Journal	67,522	68,654	1,132	.....
Grain Growers' Guide	85,147	62,290	.....	22,857
Family Herald & Weekly Star	99,289	81,549	.....	17,740
Nor'-West Farmer	61,811	49,437	.....	12,374
Farm and Ranch Review	47,917	38,345	.....	9,572

Figures from "Marketing" December 15th, 1920

Further Information from

F. W. Thompson
100 King Street W.
TORONTO

F. Calder
22 St. John Street
MONTREAL

Gilman, Nicoll & Ruthman
World Building
NEW YORK

C. W. Wallis
1243 First National Bank Building
CHICAGO

or

FARM and HOME, 137 Pender Street West, VANCOUVER, B.C.

Canadian House Organs—*Continued*

Name	Issued by	Business	When Est'd and Frequency	Size and No. of Pages	Editor	Circulation
Patricko Crusador	W. G. Patrick Co. Ltd., Toronto	Importers	Jan., '19–M	5x7½	J. Roy S. Gee	1,200 Grocers
*Prairie Lumberman	Western Retail Lumberman's Association, Winnipeg		Aug., '20–M	7½x10¼—24 to 32 pp.	J. R. Davidson	1,650 Retail lumber dealers
Printers' Necessities	S. H. Moore, Toronto	Type Foundry	Sept., '19–M	6x9—16 pp.	S. H. Moore	2,300 Printers
The Pulp Press	Hydraulic Mach. Co. Ltd., Montreal		Oct., '18—M	8½x11½—16 to 20 pp.	B. C. Root	600 Pulp & paper mills
The Red Ball	Atlantic Sugar Refineries Ltd., Montreal		1917–M	5¼x7¼—16 pp.&cover	O. C. Bissell	10,000 Dealers
Red Link Magazine	Sherbrooke Daily Record		1919–Q	8½x11	V. E. Morrill	800 National advrs.
The Renfrew Times	Renfrew Mach. Co. Ltd.		1917–B-M	6x9—16 pp.	C. C. Haycraft	1,600 Agents & travellers
The Resonator	R. S. Williams & Sons Ltd., Toronto		1916–M	6x9—16 pp.	A. L. Robertson	1,000 Music dealers
Retail Merchants' Globe	The Globe, Toronto		May, '19–M	Full npp. size 6 pp.	Lloyd J. Moore	5,500 Retail Mchts.
*Retail Merchants Monthly	Winnipeg Free Press		Oct., '20–M	Full npp. size 4 pp.	B. R. Brooker	Retailers
*Royal Bank Magazine	Royal Bank of Canada, Montreal		Dec., '20–Q	6⅞x9½—24 pp.	J. W. C. Downman	3,000 Staff
Sarnia Chamber of Commerce Bulletin	Sarnia Chamber of Commerce		1919–Bi-M	4 to 12 pp.	J. M. MacAdams	600 Members
Service Bulletin	Ford Motor Co. of Canada, Ford, Ont.		1913–Bi-M	8 pp.		2,700 Branch dealers
Shipyard Times	Halifax Shipyards Ltd.			6x8¾	C. J. Fraser	Employees
*Some Facts	Bell Telephone Co. of Canada, Montreal		July, '20–SM	4½x8—4 to 8 pp.	C. E. Fortier	20,000 Emp. shareholders
Spanish River News	Spanish River Pulp & Paper Mills Ltd.		May, '17—W	9x12—20 pp.	Margater Coyne	3,000 Emp. & friends
Stephens' Paint News	G. F. Stephens & Co. Ltd., Winnipeg		Jan., '19–M	6x8¼—16 pp.&cover	W. S. Cumming	3,000 Dealer painters, &c.
The Sterling Mark	Sterling Printing Service Ltd., Montreal		1919–M	9x12—4 pp.		Buyers of Printing
The Sunset	McLennan McFeely & Co. Ltd., Vancouver	Whol.Hdwre.	1909–M	5x8½—48pp.	R. W. Holland	2,000 Retail dealers, mills &c.
Sunshine Magazine	Sun Life Ass'ce. Co. of Canada, Montreal		Q	8½x11—16 to 24 pp.		15,000 Policy holders
The Symbol	Dominion Messenger & Signal Co. Ltd., Toronto		Jan., '1–9 Bi–M	5½x8½—16 pp.	S.B. McMichael	2,700 Mfrs. & & mercantile houses
Telephone Talk	B.C. Telephone Co. Ltd., Vancouver		1911–M	7x10–24 pp.	R. B. Bennett	Staff
The Thinker	Mortiner Co. Ltd., Ottawa	Printers	M	5½x8½—16 pp.&cover	F. M. A. Stafford	4,500 Customers &c.
Thrift	Marcil Trust Co., Montreal	Real Estate & Inv'ts.	1909–M	7x9½—64pp		8,000 Customers & prospects
Tooke Talk	Tooke Bros. Ltd. Montreal	Shirt&Collar mfrs.		6x9—12 pp.	F. C. Wolever	3,300 Men's furn'g. stores
Truck Bulletin	Ford Motor Co. of Canada Ltd., Ford, Ont.		1913–M	6 pp.		2,700 Branch dealers
*U. B. of C. Monthly	Union Bank of Canada, Toronto		Nov., '20–M	40 pp.		Staff
Vim	Canada Cycle & Motor Co. Ltd., Weston, Ont.		Apr., '15	8½x11—8 pp.	J. H. Morrow	6,000 Skate & bicycle dlrs.
The Wall Beautiful	Colin McArthur & Co., Montreal	Wall Paper mfrs.	June, '17–6 t. a yr.	6x9—16 pp.	L. A. Wilkinson	5,000 Dealers
Waterous Engineering	Waterous Engine Works Co. Ltd., Brantford, O.		1918–Bi-M	5¼x7¾—16 pp.	L. M. Waterous	1,000 Pulp & saw mills.
Willys-Overland Starter	Willys-Overland Ltd., Toronto		Aug., '19–M	8½x11—8 to 16 pp.	Claude Sanagan	1,200 Staff & & dealers
*The Winged Wheel	Montreal Amateur Athletic Ass'n.		May, '20	8x11—32 pp. & cover	Ed. McMahon	7,000 Members
Wright, Croft Review	Croft & Wright, Toronto	Printers	Q	Jan., '19	R. D. Croft	500 Customers & pros'ts.
Yates Quality	P. B. Yates Machine Co. Ltd., Hamilton, Ont.	Mfrs. Woodworking mach.	Apr., '19–Bi-M	9x12—20 pp.		2,300 Customers & prospects

This two-page trade paper advertisement of William Neilson, Limited, illustrates how an advertiser can turn existing trade conditions to his advantage. The value of quick turnover is too little appreciated by many retailers, and many firms have endeavored to emphasize its importance in piling up profits. Times like we have been passing through enable the retailer to realize what quick-turnover means to him—and we see here a case of "striking while the iron is hot."

A. A. Bittues on Trip to Orient

A. A. Bittnes, managing-director of the Gillette Safety Razor Co. Canada Ltd., has been appointed Director of Foreign Sales of the parent company. He sailed for England on December 29th and from there, will go to the Far East, where the territory under his supervision will embrace South Africa, Japan, China, India, Australasia, the Dutch East Indies, Phillipines and adjacent islands. He may not return to Montreal for some eighteen months or two years, which remains his nominal headquarters, N. P. Peterson recently returned from England being actively in charge during Mr. Bittues absence.

A farewell dinner was given to him at the Montreal Club by numerous friends, among whom were Robert F. Jones, F. W. Stewart, Walter Hagar, Justice Marechal, Charles Gardner, and Col George Ham.

The annual gathering of the salesmen of Gunn's Limited took place in Toronto in the holiday season.

Cutting the Guessing Out of Marketing

TODAY the marketing done by more than 30,000 Ontario farmers is guided by the prices and trading information in the Market Report service of

The Canadian Farmer

TO these farmers no other publication is so vitally identified with their welfare, and has so full a measure of their confidence.

WE believe this is the reason why manufacturers of articles needed by the farmer and his family found it well worth their while to place contracts in November for 150% more space than was placed in November, 1919.

WE have many other facts concerning the CANADIAN FARMER, of vital importance to manufacturers of articles needed on the farm. Write for our representative to call and place them before you.

The Canadian Farmer

Office of Publication

Richmond and Sheppard Sts, - TORONTO

MONTREAL	WINNIPEG	NEW YORK	CHICAGO
171 St. James St.	310 Boyd Bldg., Portage Ave.	505 Fifth Ave.	608 Otis Bldg.

The CANADIAN FARMER

STARTED and still is, the only Canadian Farm paper to maintain an entirely separate department for providing its readers with an always authentic market report service.

Marketing and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 2 JANUARY 15th, 1921

His Price

To the grafter all men are grafters, and to others "every man has his price." In the opinion of meddler Murray, as revealed in his bulletins, the entire press of Canada appears either corrupt or corruptible. It is interesting to learn, therefore, that Murray is no piker when it comes to fixing his price.

Based on his claims as to the number of subscribers to his moulding medicine, at the rates he is reported to charge, his venture is not unprofitable to Murray. It is estimated that Canadian manufacturers are paying him a total of over $125,000 a year for a service which can hardly represent an outlay of more than $20,000 to $25,000. It may be that he will meet the demand for "lower prices" for 1921—though at almost any price he would be extravagantly overpaid. Indeed, it would prove profitable to Canadian manufacturers to finance Murray on a long holiday to far-distant parts—before the situation with which he concerns himself becomes any worse.

Some of the results of his first year's efforts are reviewed in recent bulletins, which must prove alarming to any who may take his efforts seriously. "Already, Canadian industry has lost some of its staunchest advocates," he says in a bulletin issued a few weeks ago. The Toronto *News* (later the *Times*) gave them splendid support, but it was allowed to starve to death. The Winnipeg *Telegram* the only real protectionist organ in Manitoba, recently suffered the same fate. Among the smaller dailies there have been several consolidations which have resulted in the disappearance of friends and supporters, and the survival of neutrals or opponents."

The taking over of the Moose Jaw *News* by the *Evening Times* of that city means, he says, "that the cause of protection has not only lost another able champion, but the last supporter it had among Saskatchewan dailies."

Thus it goes. The utter futility of Murray's efforts could not be better illustrated that in the newspaper fatalities of the past year, practically every one of which is mourned by Murray as a lost friend.,

In earlier bulletins he pleaded the plight of the Winnipeg *Telegram* and besought his subscribers to save it. Although many thousands of dollars worth of advertising, according to him, were switched from the *Tribune* to the *Telegram* it was all to no avail. The *Telegram* passed out, to join so many others of his dear departed. Meanwhile Murray keeps the pot boiling, stirring the stew of discontent among manufacturers, rubbing their sore spots, regardless of any consequence except that his bank account wax fatter.

It is astonishing that business men who regard themselves as pillars of Canadian industry would allow the yelping of a mercenary agitator to get their goat to such an extent that they consent to waste their advertising appropriations in newspapers which are admittedly on their last legs.

When intelligent business men can be taunted into using their "advertising" to bolster up tottering publications—and we have Murray's earnest assurance that friendly publishers are in dire *need* of such support—we are reminded that the man who loses his temper places himself at a disadvantage. If this is an example of the good judgment of business men who seek to preserve protection, how are we to regard their judgment as to the best policy for the good of the country?

A reading of Murray's bulletins leaves the impression that, from Murray's standpoint, there is something more or less seriously wrong with practically every publication that seems worth advertising in. The only exceptions seem not strong enough to get along without leaning heavily on Murray's friends for support.

During October his bulletin service was "below par" as he expresses it, but "I assure you that I have not been idle. It is at this season of the year that most advertisers get busy on their new schedules. In scores of offices plans are now being prepared for the spending of 1921 appropriations.

"The chief reason you have not been hearing so regularly from me is that a great deal of my time is now spent in going over lists of mediums that advertising agents have recommended their clients to use. The average agent, of course, pays little or no attention to editorial policy. With him, all that counts is rates and circulation. If he had his way, many a publication that is doing its best to ruin Canadian industry, would be rewarded by the prospective victims to its folly, with huge chunks of profitable business, tendered on a silver platter.

"I try to persuade my subscribers to let me look over the schedules their agents are asking them to adopt. When they comply, I give them a brief report upon every publication in the list. Those that are O.K. are marked accordingly; in the case of those that are objectionable, I explain what it is that makes them objectionable. Some are worse than others. Some I recommend be retained, but with a reduction from full to part schedule. Some I recommend dropping altogether, and to replace them I submit, where possible, the names of meritorious publications of a similar class circulating in the same territory.

"In reviewing individual schedules in this way I am giving practical application to *the idea underlying my whole service.* Every schedule revised, every subscriber persuaded to follow my advice, is another step towards the attainment of our goal. By getting A to play the game I am increasing the likelihood that B and C will receive a square deal at the hands of the press; later, by getting B and C to play the game I am bettering conditions for D, E, F and G. It is *when I am busiest with that kind of work that I am making the most real headway.*"

Where do the advertising agents come in on this sort of a game? Many of them, to their credit, refuse to permit their recommendations to be revised on this basis—and one agency is understood to have lost the account of a high-protection advocate for this reason. The advertising of this particular patriot is to be placed, instead, through a United States advertising agent—an interesting commentary on the sincerity of the trade-at-home preaching of some of Murray's flock.

A few agents don't seem to give a darn what Murray does to their recommendations, so long as the advertiser spends the money and they get their commissions. Possibly the poorer the papers on the list the larger the commissions they can extract. "Murray can change our schedules as much as he likes," one agent is reported to MARKETING as having said. Doubtless he then writes publishers who have thus found a place on the advertiser's schedule, and explains how difficult it was to get the advertiser to use his paper instead of a stronger competing medium, and that therefore he must be allowed more commission. But where is the "service" to the advertiser?

Thus the poor sheep in shepherd Murray's fold are fleeced at every turn, all in the name of protecting their hide. Grafter after grafter takes his clip at their wool for an advertisement or contribution to this or that labor or other publication, represented as working to protect them against the ravenous wolves in the labor and other ranks, which the poor protection-needing manufacturer is assured are dangerous to his very existence.

Almost constantly on his door step is the representative of one or another of the safe and sane saviours of their country to collect his reward. Murray pops up as another protector of protection who must be taken care of to the tune of $100,000 a year for himself and apparently unlimited contributions for his friends.

Unquestionably the cost of protection comes high and is going higher.

Not content with the mere $100,000 a year already assured, Murray is now thinking up more schemes for separating the manufacturers from their money. Having found how easy it comes if the scare is only thrown into them often enough, his fertile mind readily discovers more and more opportunities for furthering the cause—and incidentally increasing his toll.

One of his recent proposals recites his idea of "what $30,000 will do." Having done so much to keep objectionable matter out of the papers he has thought of a fine plan for getting desirable matter into them. The idea is to have cartoons prepared, depicting in various interesting ways what a good fellow the manufacturer really is, and how beneficial protection is to all of us. These would be furnished in plate or mat form to newspapers and other publications.

Of course the publisher would be "on to the game" if Murray himself should send out this cartoon service—so he proposes to have his subscribers attend to getting them published. No publisher would dare refuse to publish them, he argues, if sent him by an advertiser or agency.

A variation of this idea which he also proposes, and for which he suggests the modest sum of $50,000 additional, is to write up many of the interesting phases of industrial activity, and furnish these stories to publishers in a similar via-advertiser manner. That is, Murray would get the $50,000 for which he would have special writers prepare the stories—and those who put up the money, or some of them, would attend to getting the material run in the papers. A good scheme—for Murray.

"To be perfectly frank," he says in discussing this proposal, "I do not advocate unduly sponging on the newspapers. I would prefer to see it made *worth their while* to print such material for us." It having been made worth his while he can afford to be generous to the publishers—but with still more money, it should be noted, which the manufacturers would provide. He urges that the C.M.A., the Reconstruction Association and various groups of industries should carry on propaganda advertising campaigns, "as the Shoe Manufacturers are now doing," by way of showing the newspapers "decent treatment." Very decent of him, to be sure!

The agitators whom Murray accuses of stirring up ill-will against the manufacturers, among workers and farmers, have nothing on Murray. Their objective is merely to make trouble, for the excitement of it—if we are to believe Murray—while his, quite apparently, is to make money.

And you must admit, he is no piker.

❦ ❦ ❦

Possibly you could double the work you accomplish by "taking up the slack."

❦ ❦ ❦

A Weak Link

What does the retailer or his clerks know about your goods? You educate the consumer, who goes into the store to see the article, only too often to find that the retail salesman knows little or even nothing about it.

There can be no question that thousands of sales are lost every year because retailers' and jobbers' salesmen do not know how to sell the articles which have previously almost been sold to the consumer. A concern spends many thousands to educate the ultimate consumer as to the use or advantages of its product, and a few thousand more training its own salesmen to go out and sell it to middlemen. But never a dollar for educating the man who in so many instances can make or break the final sale! The consumer knows more about the thing being sold than the retail salesman.

That many sales managers are awake to this weak link in their selling chain is evident from the increased attention being given the problems of trade advertising, dealer-service, dealer-helps, or other means of closer work with the dealer.

Educate the consumer by all means. Train the men who travel out of the house. But don't ignore the man who must sell your product over the counter. You pay for his education in lost sales.

SENTIMENT, CAUSE OF PRESENT BUSINESS CONDITIONS, ALONE WILL CORRECT THEM

"Opinions of trained business observes, recognized for their reliability and judgment, indicate that fundamentally the commercial situation is sound and that shortly the current of business will flow untrammelled along lines of profit and expansion," says timely advertisement of Toronto Globe, later reproduced in circular form.

ON Christmas Day, the Toronto *Globe* published an advertisement under the above heading, reproducing numerous editorials and news articles which had appeared in *The Globe* during recent weeks.

It struck the right note and so appealed to many business men that requests were made for copies of it. So numerous were these that a special printing of the advertisement in circular form was ordered. This was quickly used up—and a second printing has already been necessary.

Discussions of the present business situation are so generally being indulged in that we are sure some readers will be interested in the following selections from *The Globe's* circular. An introduction took for its text an advertisement of the Smith, Denne & Moore advertising agency which had attracted wide attention and reads, in part, as follows:

"*Prices went up a step at a time; they can't come down the bannister.*"

This graphic description of retail conditions appeared in an advertisement in *The Globe* the other day. To those consumers who think business conditions warrant violent price declines and who are holding off their purchases until those price declines arrive; but particularly to those manufacturers or merchants who believe the best business policy is to sit back and wait the development of new conditions this message is addressed.

Business conditions to-day rest upon sentiment. Sentiment—and sentiment almost entirely—is responsible for the "backing-up" on the wholesaler and manufacturer which has taken place in some lines during the past few months.

The consumers have the needs and desires for goods; they have the money.

But the aforementioned advertisement continues:

> "Canada is like a moody, prosperous individual, hanging around the house with money in his pocket, wanting lots of things, needing lots of things, but harboring an obsession that he won't spend his money till prices come down to where they were six years ago. Prices didn't go up in a day. They can't come down in a day. Prices went up gradually from 1911 to 1919. Prices went up a step at a time. They can't come down by the bannister. They must come down the same way they went up.

The *Globe* early realized that the conditions into which the Canadian retail trade commenced to drift a few months ago was a matter of sentiment on the part of the public. It seemed a paradox that Canadians should stop buying just at a time when the money was coming in from one of the greatest field crops the country had ever seen, and that factories suddenly should feel the restriction to the extent of reducing output and laying off hands. The inevitable result would be not only congestion in trade, but unwarrantable unemployment. *The Globe* with timeliness and good judgment has reported the situation from day to day and elaborated in its editorial columns upon it, analyzing conditions from many angles, but always arriving at these three self-evident conclusions, viz.:

1. That there is no fundamental reason for the trade restriction that has come about;

2. That the period of this restriction probably will be short, and

3. That the underlying conditions in business will assert themselves after a short period of readjustment, and the whole current of business again will flow untrammelled along lines of profit and recent expansion.

Below are printed extracts from some editorials in *The Globe*, and a few of many news articles which bear out the contention that conditions are secure and tending towards betterment. It will be noticed that the authority quoted in each of these news items is one of unquestioned reliability, judgment and prominence.

Readjustment, Not Panic

Here and there some one of a pessimistic temperament may be heard declaring that if buyers of commodities continue to postpone the purchase of necessary articles, and if prices of manufactured goods—especially textiles—fall much below present levels, there will be a financial panic and much distress in the industrial centres of Canada. The pessimists are in the minority. It is well for Canada that they are. Seasoned business men who have passed through former periods of deflation know that the Canadian people are not likely to give way to unreasoning panic concerning business conditions. Stocks of merchandise have not been sacrificed on this side of the line as they have been across the border. Merchants there put prices up far higher than conditions warranted, and when the break came, it was like the bursting of a dam. In Canada there was neither occasion nor scope for such drastic price-cutting. There has been a marked fall in the value of some textile fabrics, but the shrinkage has not been great enough to involve serious loss to merchants who were able to discern the signs of the times and buy cautiously on a falling market.

More serious than price reduction as a factor in the business situation has been the slackening of demand. *The Globe* believes that to be due to the state of mind of the public rather than to a lack of buying power. The Canadian people have not suddenly been shorn of their resources. The great crop of 1920 is still, in large part, in the barns of the producers. Its value has been reduced by the fall in prices to a far greater degree than the stocks of merchandise in the country, but the grain growers are not talking much about their losses. Although No. 1 northern is almost a dollar a bushel less than it was when the new crop came into the market, the price is still one that will enable the grain growers to realize almost half a billion dollars from their wheat alone. Other cereals have fallen to a marked extent, but the prices of live stock and a dairy products have not shrunk as grain prices have, and the buying power of the farmers of Canada is still great.

In mining, lumbering, paper-making, and kindred interests there is marked activity. Unemployment there undoubtedly is in the larger centres, which will involve the spending during the winter of more than the usual amount of money required for seasonal relief, but in all Canada it is probable that less than five per cent. of the industrial workers are idle involuntarily.

Why should men to whom the people look for leadership become pessimistic at such a time? A few persons caught by the excitement of stock market speculation have lost "paper profits" they thought they had made, and some formerly large fortunes are a good deal smaller than they were before the paper and sugar booms collapsed. But the Canadian people are working with more vim than at any time since the munitions rush, and are producing wealth enough of various sorts to warrant them in eating sufficient to keep them in condition and buying all the clothes required to enable them to face the winds of winter. If the Dominion, with its marvellous natural wealth and opportunities for self-employment, cannot provide a good living for a population of eight or nine millions, our political economists will have to sit down and discover what is wrong with our methods of producing and distributing wealth.—*Editorial in the Globe, Nov. 24, 1920.*

A Time for Confidence

The prevailing spirit in business and industrial circles in the United States is optimistic. There is a general expectation that a revival will begin in March or April, when the process of deflation will have worked itself out. Official sanction is given to this view by the Federal Reserve Monthly Bulletin. Similar predictions are made by such high authorities as *The Annalist*, the Harvard Commission on Economic Research and the National City Bank.

Currents of trade in Canada move at much the same rate as in the United

A Co-operative Agency

MEMBERS
James Fisher
W. H. Bowman
E. W. Reynolds
W. M. Chisholm
J. W. G. Clark
Wm. Wright

IN organizing this agency we adopted the ***Co-operative*** principle, because we believed that it was the ***ideal*** principle on which to operate an advertising agency.

It is only logical to conclude that men who have an ***interest*** in an agency will give more painstaking, thorough and enthusiastic service to the agency's clients.

The ***co-operative*** feature of our business will also naturally attract the most ambitious and progressive men—men who are looking for a future and not merely for a job. Therefore, we will have a choice of good men to add to our organization as we grow.

When organizing this agency we had a vision of the future, as well as a practical eye on the present. We laid foundations on which to build a permanent success.

We are sure there are a number of manufacturers and financial institutions that would find our agency and advertising service ideal for their business.

"SERVICE WITH SINCERITY"

The James Fisher Company Limited
ADVERTISING
384 Yonge Street, Toronto

Opportunity for Experienced Copy Writer

WE have an opening for an experienced, successful copy writer. This is an exceptional opportunity to become associated with a rapidly growing agency operated on modern lines. The co-operative principle of our agency provides a real future for an earnest, ambitious man. Write our Mr. Fisher in confidence.

States. In this country men in close touch with affairs believe that conditions at bottom are sound and that deflation is a stabilizing influence necessary to a return to "normalcy." It is difficult for many traders who bought at high prices to adapt themselves to the new trend of the market, and they deserve sympathy as victims of forces beyond control. In the long run—not very long, according to expert opinion—they will find that the readjustment, however painful, has given a more solid foundation to the business structure. The activity of the past two years has come from the momentum of war-time expenditure, and has been to that extent artificial. We are now getting back to a peace basis, and it will soon be realized that the present change is one stage of reconstruction.

The period of apparent prosperity had been so long and uninterrupted that there is a tendency to exaggerate the extent of the present recession, and to forget that before the war a slump in trade was something that regularly recurred. Generations of economists have discussed these cycles of depression, which seem to have taken on their periodical character since the introduction of machinery. One distinguished writer, Professor Jevons, despairing of finding the causes on earth, ascribed them to sun spots, which he thought had a deleterious effect on agriculture. Undoubtedly they are due in part to the need of producing in advance of requirements, and the difficulty in anticipating future needs. But the situation to-day on this continent does not approach the severity of these phenomena at intervals before the war. In a world crying for food, clothing and other necessaries of life and for basic commodities of all kinds, the countries like Canada, which have an abundance of these things and of the materials of industry, are in a secure and specially favored position. In the nature of things Canada can receive no serious setback. Now is her opportunity to realize as never before on her boundless resources, and to establish herself in foreign markets. It is a time for confidence and for going ahead.—*Editorial in The Globe, Nov. 29, 1920.*

Trade Hesitancy is Transient

In general, production and distribution have been halted to some degree during the last several weeks. The overbuying of a few months ago has caused a natural re-action. The steel industry has been considered in Canada and the United States as the single exception to the present trend, but recent advices show that this market also is slower and that production is catching up to consumption. As an instance of overbuying, reference to the steel sheet situation is pertinent. Deliveries were not obtainable, except for orders on many months' standing. Now, in the case of the principal mills of the leading American producer, railway embargoes have been removed and substantial shipments are arriving. Manufacturing consumers who had over-anticipated their needs in the expectation of getting only a portion delivered are now finding it advisable to cancel, but the distributors are not inclined to accept, according to information contained in an article on the steel situation in the Business and Industrial Section of to-day's *Globe*.

With regard to textiles there is reason to believe that the rush of buying induced many retailers to overstock. Their shelves are now well filled by reason of the unexpected promptitude that some of the manufacturers displayed in making fall deliveries. The lull that has been complained of in some trade circles will not be of long duration. Stocks are moving out to consumers. Purchasing power is largely unimpaired. There are a number of instances where wages have been reduced. Working forces have been released and subsequently re-engaged at somewhat lower wages. Efficiency is mounting, according to the assertions of employers.

Unhealthy activity on a rising market is now a matter of the past. Recessions are invariably followed by an apathetic market condition, but there is at present in Canada no reason to fear an extended quietude. When trade resumes normal activity there will be no boom. The orgy of speculation, especially across the border, placed trade on an artificial basis. Competent observers generally are agreed that saner buying by producers, distributors and the ultimate consumers will obtain. Their unanimity on this point is encouraging.—*Editorial in The Globe, Oct. 12, 1920.*

Canada Looks Forward

There is every reason to believe that the basic conditions are sound on this continent at least, despite the abatement of activity in some lines of business. The destruction of life and wealth, and the vast diversion of capital, enterprise and labor into military channels, left the world at the end of the war short of food, clothing, shelter and other necessaries. Who can say that there has been an overproduction of these things? There is still a real scarcity of them, and of many products which Canada can supply in finished form or for which she has the raw materials in abundance. Compared with any part of Europe this country has an incalculable advantage. It has food beyond its own wants and the materials of industry which every manufacturing country in Europe lacks and can import only at high cost. If the Canadian people will work they have the land and the basic commodities wherewith to provide the products for which the world is in sore need. There is room for a great addition to the population before the law of diminishing returns—that economic bugbear—can possibly begin to operate. The country is only partially settled, and even the occupied part is undercultivated for lack of help. The coal mines, gold mines, silver mines— from all of them comes the cry for men. Highway construction in this Province has been held up because of a shortage of labor. There would be an unexampled amount of building if the prices of materials would recede and if the building trades would increase their output and co-operate with other interests from a sense of public duty to relieve a great hardship. Last winter the output of lumber fell off because men would not work in the forests in sufficient numbers. The price of lumber will be governed by the labor factor during the coming winter.

In every direction there are opportunities for the production of useful things for which the demand is world-wide and insistent. An increase of production will be the most effective method of reducing prices, if thrift and discrimination in buying are exercised. The bountiful harvest of this year has given Canada a solid footing, and will prevent anything approaching a financial crisis. What is most required to see the country through its present difficulties is the will to work. Governments and Legislatures can help by removing unnecessary burdens, but all will be well if the spirit of the Canadian people is equal to the bounty of Nature.—*Editorial in The Globe, Oct. 18, 1920.*

Have Three Fundamentals for Prosperity Period

From an address by Mr. John Moody of Moody's Investors' Service, New York, before Toronto Board of Trade, December 1, 1920:—

In order to have a period of prosperity any country needs to have three important assets, three fundamental things. One is Raw Material, another is Labor, the necessary, plentiful supply of labor, and the third is Capital. In the United States and Canada we know we have the raw materials—have always had them. We have got the labor. Raw materials are not increasing, but they were always there, and there is practically no limitation to raw materials in this part of the world. Labor is increasing in this country and in the United States, and to a certain extent all over the world now. The third thing we need is capital. We have not got it yet, but it is on the way, and it will be here before many months go by. When we get these three, we have prosperity, and that is all there is to it.

In 1919, when we had our prosperity, we had, of course, raw materials, labor and capital, but, as the prosperity developed in a speculative way, of course we had less and less labor, less capital and the reason why prosperity dropped off so suddenly was that we had no more capital, no more labor, had nothing but the raw materials, and you have to have the three things to make prosperity.

I do not believe we will come into a period of panic or disaster. I do not think there is any sign of that at all. I think, so far as the danger period is concerned, we are either in it now or have just passed through it. In a period of deflation and of depression and of reaction, the danger period is always the first part of that period. It is not when things have gotten down to anywhere near their foundation, but, as we work along and get nearer the ground, the danger becomes less and less of the whole apple-cart being upset, and I believe we will not see any more dangerous periods than we see now, and have seen for the last month or two.

I look with a good deal of confidence and hope towards 1921. Perhaps I am over-hopeful and hate to predict disaster, even when I see it. I hate to predict hard times, but I do believe that there are elements in the situation that warrant every man in looking with the greatest confidence into the future, taking a reasonably long period. It may take longer than I think; it may take longer than five or six months to liquidate the situation, but we will have the labor available, we will have the capital available for business, and we know we have got the raw material in this country and in the United

Two Louisiana boys restore the lost art of a famous old-time delicacy
Free Recipe Book
Have Brer Rabbit Gingerbread tonight
Brer Rabbit
Molasses
Brer Rabbit Molasses

Reduced from large size

Proofsheet No. 15

Seasoned Partners Expand Business

IT was fitting that the makers of that old, reliable product Brer Rabbit Molasses should choose the old, reliable London "Free Press" as their exclusive medium in London and Western Ontario.

The story of Brer Rabbit goes back many years — but the record of the London "Free Press" goes back many years farther. The coming together of these two old-timers, leaders in their lines, was a source of gratification to the "Free Press."

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

EGERTON RYERSON ITS FOUNDER

A.B.C. men will be at work on our lists this month.

Another evidence that we are trying to give Canadian *advertisers* — as well as Canadian readers — everything a Canadian journal should.

The Christian Guardian

TORONTO

States. There is no reason why logically a sane, sound business period of prosperity—no boom period—should not develop sooner than a great many of us think it possibly could develop.

Britain Now to Repay $150,000,000 Due Canada

Mr. C. A. Bogert, President of the Canadian Bankers' Association, at its annual meeting, as reported in The Globe, Nov. 13, 1920:—

"Mr. Bogert did not share the view of those who were of opinion that restrictions recently imposed by the Minister of Finance and co-operated in by the bankers would permanently affect Canada's future borrowing in Great Britain, but thought that when Great Britain is again seeking investments abroad Canada would obtain her full share. Comparative figures of gold holdings of Canada by the banks and the Government before the war, at the conclusion of the war, and at the present time, showed Canada's position to be a favorable one when compared with that of Great Britain or the United States. . . . Another favorable feature for Canada at the present time is the arrangement recently completed and already announced whereby Great Britain will repay its debt of $150,000,000 to the Canadian banks in monthly instalments, until the money is all repaid by April, 1922. This would bring a large amount of new money into the country. Canada in Mr. Bogert's opinion, was probably in a better position to recuperate from the war than any other country, with its great resources and steadily increasing volume of products. Many commercial readjustments would have to be made, and those engaged in lines of business holding merchandise which is depreciating in value with falling prices would have to draw on their profits and reserve. Merchants in some lines of business would have to take losses, but he believed the majority of them had accumulated sufficien surpluses during the profitable war period to provide for these contingencies."

Conditions Sound in Finance and Industry.

The Guaranty Trust Company of New York (with branch office in Toronto) in a recent statement thus described conditions in the United States:—

We are in a sounder financial and industrial condition than any important nation in the world.

These are the simple facts of our business situation, and to consider the present reaction as anything but a temporary setback from the destruction, inflation, extravagance and unsound economic conditions caused by the war, is not to reckon with the truth.

We should plan accordingly for the immediate future with vision and courage—vision to see realities, and courage to take advantage of our unequalled opportunities.

There are important considerations which should be borne in mind in the existing business situation by all who seek to analyze it accurately.

The liquidation of commodities, securities and labor was as inevitable as it is wholesome. It has proceeded, in fact, in the manner anticipated by those who seek to study these problems apart from immediate self-interest.

And in order to facilitate the reaching of a new stable basis for business, we need only avail ourselves of the fundamental, constructive elements in the situation.

Can Meet Situation Without Impairment

Sir Vincent Meredith, President of the Bank of Montreal, at the annual meeting of the Bank on December 6, 1920, said:—

"The outcry for deflation, which at one time was insistent in some quarters, has largely died out. Bankers feel that too rapid deflation, accompanied by an abrupt fall in prices, is not a good remedy for existing evils. We want a decline in prices, but it should be an orderly one. An arbitrary limitation of the currency would cause intolerable inconvenience, loss and disorganization of trade.

Credit, not merely in Canada, but elsewhere, rests on an inadequate basis, and should be contracted in conformity with the declension in commodity prices.

To sum up, the situation in Canada at present, as I view it, is that, while there does not appear to be any cause for apprehension, there is every reason for the exercise of the utmost measure of caution. On this continent the two years supervening upon the armistice have been marked by unexampled trade activity and prosperity, a circumstance common to the conclusion of all great wars, but the reaction has set in, and may not yet be in full play. Happily, Canada is well buttressed on many sides, and the exercise of prudence and sagacity should enable her to meet the shock of falling prices, restricted credits and deflated currency, without serious impairment of her commercial and financial vitality.

* * *

Maciver Brothers, of Toronto, makers of Jersey Farm sausages will confine their advertising to the Toronto territory in future. Only newspapers will be used. It has been found that Jersey Farm sausages do not retain their freshness in shipping outside of Toronto so that the makers have decided to discontinue selling in other cities.

The Baker Advertising Agency Ltd., is handling the account.

* * *

The Baker Advertising Agency Ltd., is handling the national campaign of the Pure Gold Manufacturing Company of Toronto, advertising their jellies and quick puddings. Large space in magazines and newspapers is being used.

* * *

R. R. De Long of the Montreal office of the Consolidated Advertising Service was in Toronto Christmas week on his honeymoon. Mr. and Mrs. De. Long were the recipients of congratulations from many friends in advertising circles.

* * *

The Canadian rights to the Emerson Phonograph have been sold to the Emerson Canadian Co., Ltd., a new corporation which is to be established in Brockville, Ont. with a capital of $500,000.

Hamilton Gets Firestone Account

The advertising of the Firestone Tire & Rubber Co. of Canada Ltd. will be placed by the Hamilton Advertisers Agency. Contracts are already going out. There has been the keenest of competition for months past between numerous Canadian agencies to secure this account, and rumour has given it to several different agents at different times—and it is a feather in the cap of this hustling Hamilton agency to have won out. The appropriation is expected to be a large one.

Lowers Subscription Rate

In the face of increased paper costs, and accompanying an increase in advertising rates one of the Halifax dailies has announced a *decrease* in its subscription rates.

An announcement in the *Halifax Chronicle* of December 31st advises readers of a reduction in its subscription rate to $6.00 a year, by carrier or by mail, beginning with the new year.

With postage charges going up to three times the former figure, and with an increase in newsprint costs of 40%, the publishers will have a hard time justifying an increase in rates to advertisers, when they find it possible (or it maybe necessary) to lower their rates to subscribers.

The reasonableness of a publication's advertising rate bears a direct relation to subscription prices which advertisers are taking more and more into account. The paper which can command a relatively high subscription rate is likely to be worth more to advertisers—while a low subscription rate implies difficulty in attracting readers and consequently a lower value as an advertising medium. This is the view which advertisers have repeatedly expressed—and emphasizes the importance of looking more closely into subscription rates, and *subscription-getting methods*, in reckoning the comparative value of competing mediums.

Cramer-Krasselt Co. (agency) of Minneapolis is now placing the advertising for Studebaker motor cars.

The Canadian advertising for Berry Bros, varnish manufacturers, Walkerville, Ont., will be placed through A. McKim, Ltd.

Erwin-Wasey & Co. Chicago, have secured the advertising account of the Packard Motor Car Co., Detroit.

Walter C. Nichol, editor and proprietor of the Vancouver Province, has been appointed Lieutenant Governor of British Columbia. He has resided in the West since 1897, having previously been employed with the *Hamilton Spectator*, *Toronto News* and *Toronto Saturday Night*, which latter he is credited with founding.

W. A. Patterson, a brother of J. P. Patterson of the Norris-Patterson advertising agency, has been appointed advertising manager of the *Victoria Times*.

NP

"FALLING PRICES," "buyers' market," "discounted currency"—certainly there is plenty of work here for advertising to do.

ADVERTISING WILL INCREASE the volume that makes small profits acceptable. It will offset the keenest competition. It will help to restore the value of the depreciated dollar. It will do much to stabilize business conditions.

SOUND BUSINESS practice commends the use of advertising at all times. But it is most essential to use it most when needed most. That time is now.

TO RESPONSIBLE and interested firms we offer an advertising and merchandising service that meets four-square the urgent needs of the moment.

CONSULTATION involves no obligation.

"It's all in the Service"

NORRIS-PATTERSON
LIMITED
ADVERTISING

TORONTO MONTREAL

Members of Audit Bureau of Circulations

Quality *and* Quantity

IN the concentrated territory it covers so effectively—Eastern Ontario and Western Quebec—the

Ottawa Farm Journal

dominates because its circulation has both Quality and Quantity.

Its 24,000 readers, employed in the great Dairying and Mixed Farming Industry are, as a class, prosperous and progressive to an extent unsurpassed elsewhere.

It goes *direct by Rural Mail Route* into these country homes.

Its circulation is by nearly 8,000 greater than that of any other farm paper distributed in this field.

It has the unbounded confidence of its readers — 16% address personal letters each year to its Editors on the widest variety of subjects affecting their interests.

For these reasons alone it is quite natural to find that for many months past, The Ottawa Farm Journal has led all Canada in amount of advertising lineage.

Place The Ottawa Farm Journal first on your list for 1921 if you would cover the Great Central Dairy Belt.

Ask any Advertising Agency !

THE OTTAWA FARM JOURNAL

OTTAWA, CANADA

BRANCHES :—

TORONTO
J.B. Rathbone, Manager,
95 King East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

Craigie Joins Dominion Advertisers

Chester F. Craigie has resigned as general sales manager for Ames, Holden, McCready, Limited, to become associated with Ross O. Stevenson as a partner in Dominion Advertisers, Limited, Montreal.

A general broadening of the scope of activities of this agency is planned with the new partnership, whereby the company will combine with its general advertising service, a complete sales and merchandising service for the benefit of its clients.

Mr. Stevenson is president of Dominion Advertisers, Limited, and Mr. Craigie becomes vice-president in charge of sales and promotion work. Mr. Craigie, who was formerly a newspaper writer and editor, has been engaged for the last ten years in advertising and sales promotion. Before coming to Montreal, he was sales and advertising manager for Utz A. Dunn Co., shoe manufacturers of Rochester, N.Y., and later sales manager for Rice & Hutchins, Inc., shoe manufacturers of Boston. He became associated with Ames, Holden, McCready, Limited, August 1, 1918.

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Features Advertising to Retailers

A campaign is being carried on by the Nor'West Farmer to emphasize to retail merchants the importance of consumer advertising and its influence on dealers' sales. Page advertisements are running in a group of trade journals reaching Western merchants illustrating the trade marks and names of advertisers using the Nor'West Farmer, with educational copy explaining the relation of advertising to quality, turnover and profit.

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Waiting Lower Levels

"Consumers are restricting their buying in part because of some curtailment of their purchasing power" says a review of the business situation in the Commerce Monthly "but even more because of a willingness to wait until retail prices reflect the lower levels of primary prices.

"Improvement of business activity awaits adjustment of retail prices to a level satisfactory to the public. It is clear that farmers, for example, who constitute the largest single class of consumers and who have already experienced a substantial reduction in the prices of their products, will not renew their buying on anything other than a hand-to-mouth scale until the price of what they buy bears a closer relation to the price of what they have to sell. This necessary readjustment of prices to consumers is now under way and will be expected to make more rapid progress in the future. Its progress will be hastened by the coming into the market of goods which are already being produced on lower cost levels for labor and material.

"Sentiment respecting forward conditions, which until lately had been almost uniformly depressed, is now noticeably improving in many directions. This better feeling does not go to the point of optimism, but there is evident a degree of confidence which was previously lacking, in the ability of commerce and industry to meet the future successfully and to conduct business with reasonable profit."

Toronto "Globe" Increases Rates

Increased subscription rates to the Toronto *Globe* became effective with the first of the year, the local delivery yearly rate being advanced from $5 to $6 and the mail subscription rate to $8.

A new advertising rate card has also been issued, effective with February 1st, on which the transient rate is advanced to 35c. a line, the contract rate for 500 to 5,000 lines to 24c. a line and for over 5,000 lines to 22c. a line. The new rates will apply on new contracts received after January 31st, 1921, and on renewals of contracts which expire subsequent to that date. The *Globe* introduces a new feature in rate cards with this latest schedule. It contains a clause, which is made a part of every contract, reading as follows:

> "In case the published general advertising rate of *The Globe* is reduced during the term of any contract made under this rate card, the rate of such contract shall be reduced to the new published rate from the date such reduced rate takes effect.

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Thinks Agent Too Much Influenced by Commissions

The *Canadian Railway and Marine World* sends MARKETING copies of some correspondence with an advertising agent in Montreal which, in its opinion, shows "a distinct admission that in placing advertising for their clients, they are not influenced by the suitability of mediums but by the commission to be secured."

The *Railway and Marine World* rates do not provide for a commission to advertising agents, and the agency had written regarding a client's advertising that "when we have any advertising of above firm, or any other firm, for your publication, we will send it to you. When the time arrives that you do business on the established basis of allowing commission to advertising agencies we will probably be willing to spend our time explaining to you why you do not receive certain advertising which is handled by us. Under present conditions, we do not feel called upon to perform this service for you."

But how about the service which the agent so often boasts of rendering to his clients, asks the publisher. Which again raises the question so often brought forward by advertisers: "How can we expect the agent's advice to be strictly in our best interests, so long as he refuses consideration to mediums which allow no commission, and, under the same reasoning, may be expected to show the greatest consideration to the mediums which allow the largest commissions?"

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W. C. Holt has been appointed advertising manager of the London Gas Power Co. Ltd., and Spramotor Co., of London, two affiliated concerns.

❦ ❦ ❦

G. Prang is now advertising manager for G. L. Griffith & Son, Stratford.

❦ ❦ ❦

Geo. M. Dingman, a son of W. L. Dingman former proprietor of the *Stratford Herald*, has been appointed advertising manager of the Richards-Wilcox Canadian Co., of London.

Things a space buyer wants—

Reader Patronage

BOOKS have been written about advertising as a selling force. After all, that's it's real function—to sell goods either directly or indirectly—by reader demand or consumer acceptance. The better the reader patronizes the advertising the better the space buyer likes it.

Recently The Guide was requested to demonstrate its reader patronage. A coupon was inserted in its Dec. 8th issue asking readers to notify us of expected purchases. Replies came to us to the extent of

Over $300,000 in 10 Days

These coupons have been coming to us steadily ever since. In the first ten days they ran up a total of over $300,000.00 made up in items like the following:

Autos	$35,000	Threshing Machines	$70,000
Tires	10,000	Farm Lighting Plants	30,000
Tractors	100,000	Potato Machinery	2,500
Binders	7,000	Cream Separators	3,000
Pianos	6,500	Milking Machines	2,500
Talking Machines	3,000	Furnaces	5,000

Other coupons covered such items as auto accessories, plows, lightning rods, stable fixtures, litter carriers, gas engines, lumber, roofing, washing machines, carpets, floor coverings, cement, furniture, paints, bonds, life insurance, wire fencing, etc., etc.

Are Farmers Buying?

If they're not then the above looks as if they are certainly getting ready to buy.

The information contained on the coupons sent in to The Guide by its readers is furnished free to The Guide advertisers. It's part of the super-service of Western Canada's leading farm journal.

The Guide's readers own The Guide. Because of that they are co-operating with us to give The Guide's advertisers, throughout 1921, the best service we have yet rendered. Full details can be secured from any office given below.

The

Grain Growers' Guide

WINNIPEG, MANITOBA

Offices also at
53 Yonge St., TORONTO
MONCTON, N. B.
1478 Broadway, NEW YORK

Members
A. B. C.
C. N. N. and P. A.

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

The French Newspaper that has gained recently thousands of new readers in Montreal is

La Patrie

JOURNAL DU PEUPLE

Border Cities Sun Shines no More

High publication costs have brought about the suspension of another daily newspaper, which began publication only a few months ago with the brightest of prospects. The *Border Cities Sun* published its last issue the end of the year, because the abnormal cost of production made it impossible to continue any longer. Neither money nor effort was spared to make it a worth-while newspaper, but the difficulties apparently proved insurmountable. The circulation will be taken over by the *Star*, the evening paper issued by the same publisher.

Newfoundland Daily Suspends

The St. John's Nfld., *Evening Herald* suspended publication with its issue for December 31st, though negotiations are in progress to resume publication. It was established thirty years ago, first as the *Mercury* and later as the *Herald*, and was published by Sir. P. T. McGrath.

The Quebec *Telegraph* celebrated the Christmas season with a special de luxe magazine number, with several beautiful picture supplements in colors, which proved so successful as to require three editions to meet the demand for copies. A feature Christmas edition of the daily was also published on December 18th, which carried a very large volume of advertising, probably a record for Quebec.

Martin L. Pierce of the Hoover Suction Sweeper Co., N. Canton, Ohio, will address the Hamilton Advertising Club at its meeting on February 8th.

H. V. Tyrrell, of the Maclean Publishing Co. addressed the meeting of the Montreal Publicity Association of January 12th, on the subject of the place of magazines in Canadian advertising.

H. S. Beecher, has been given charge of the sales department of the Gillette Safety Razor Co. of Canada, in addition to his duties as advertising manager.

The advertising account of Cutten & Foster, Toronto, has been secured by the James Fisher Co.

OSHAWA'S RECORD GROWTH

As indicated by the following statistics for the years 1919 and 1920

BUILDING PERMITS 490 PERMITS ISSUED—TOTAL VALUE (417 FOR DWELLING HOUSES) **$3,182,050**

CIVIC IMPROVEMENTS 3½ MILES PAVEMENTS, 11¾ MILES SIDEWALKS, 14½ MILES WATER WORKS EXTENSIONS

POPULATION INCREASED FROM 9,168 IN 1918 TO 12,246 IN 1920 (OR WITH ENVIRONS) **OVER 13,000**

Central Ontario's Leading Newspaper

The Ontario Reformer

Every Other Day

Include it in Your Daily List

(Another Good Newspaper:—The OWEN SOUND SUN-TIMES)

Nova Scotia Prosperous

The *Halifax Herald* marked the passing of 1920 with its customary special end-of-the-year edition, reviewing significant happenings of the preceding twelve months in many special and informative articles. The issue consisted of forty pages, and carried a large volume of advertising.

Emphasis was placed in a leading article on the success which had marked 1920 in practically every line of industry, and sounded a strong note of optimism for the new year.

"Year after year," it says, "it has been the privilege of the *Halifax Herald* to claim for this province an industrial and commercial position without a peer in Canada. This year the people of Nova Scotia will be gratified to know that the record is well sustained. No province in the Dominion stands better or firmer in all the essentials that make for stability than does this province. Our basic industries are sound, as they have always been sound; our commercial and financial position, as a province, affords every reason for gratification. Indeed, the recent Nova Scotia loan proved one of the most successful issues brought out in 1920, revealing the undeniably firm position this province occupies in the world of financial affairs.

"Certainly, we can say, with truth and emphasis, that no other portion of the Dominion is more prosperous than Nova Scotia at this moment. Many of the 1920 crops were bountiful, and were harvested in excellent condition.

"The Nova Scotia apple crop of 1920 was *the third largest* in the history of the industry.

"The output of creamery butter was fully *twenty-five per cent. over* the production for 1919; and although the prices of farm products are under those of the previous year, it is an economic fact that the volume of trade compensates for the reduced values.

"The coal production of 1920 reached approximately 5,700,000 tons, as compared with 5,001,757 tons in 1919, an increase of about fourteen per cent. Coal sales amounted to 5,082,230 tons this year, as against 4,459,647 tons in 1919, an increase also of nearly fourteen per cent.

"In the fishing industry, the deep sea fleet of Nova Scotia landed a catch greater by 1,000 quintals than that of 1919. The fish production of 1919 was valued at $15,171,929. The shore fisheries, on the other hand, were somewhat below the average; but all branches of the industry, in total, have been carried on in about the same volume as in the preceding year.

"Lumber industry weather conditions were ideal for operations. The total production was 350 million feet, valued at $12,250,000. The cut was above average by about 50 million feet. Of the total cut about ninety per cent. has been sold, and about sixty per cent. shipped. It is estimated that of the supplies disposed of, twenty-five per cent. was consumed locally, ten per cent. went to Upper Canada, thirty per cent. to the United States, twenty-five per cent. to the United Kingdom, and the remainder to the West Indies, South America and Newfoundland."

Conditions Are Good In the Maritimes

Even at reduced values, the farm yields in 1920 compare most favorably with the crops in other provinces, as well as with the best previous years.

For example, apples, the most important crop in Nova Scotia, show a value for 1920, the third largest on record, while the value of the output of creamery butter exceeded 1919 by fully 25%.

Throughout the three provinces agricultural conditions are exceptionally favorable. The farm communities will no doubt be the biggest buyers during 1921.

You can reach this valuable Maritime farm market most effectively and most economically through THE UNITED FARMERS' GUIDE, the organized farmers' own paper.

THE UNITED FARMERS' GUIDE has the largest farm paper circulation in the Maritimes, and is reaching over 20,000 of the most progressive farm homes in Nova Scotia, New Brunswick and Prince Edward Island.

Be sure your 1921 schedules include a strong campaign in the

United Farmers' Guide

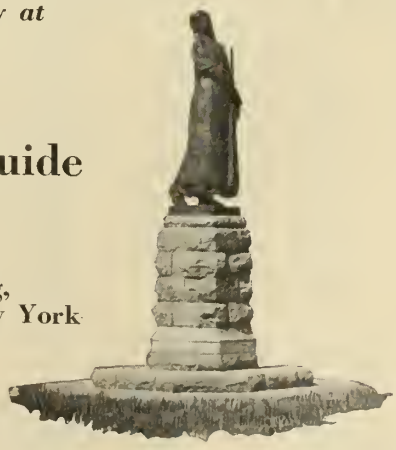
Published Every Wednesday at Moncton, N.B.

The

United Farmers' Guide

Branch offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg,
1478 Broadway, New York

Successful Applicants A.B.C.



"In the Land of Evangeline"

A 100% Market

That's Prince Edward Island —100% English-speaking— 100% covered through the Charlottetown Guardian and Examiner. Over 18,000 families of exceptional industry and prosperity, having the largest average bank accounts in the world. On dollar day one store took $6,500 over the counter— an indication of the people's responsiveness to advertising in

Write for Rate Card

The Charlottetown Guardian

J. R. BURNETT,
Editor and Publisher

Member A.B.C.

WEST TORONTO PRINTING HOUSE

GOOD PRINTING

Is a result of modern equipment, used by skilled workmen, supervised by executives who are determined to give satisfactory service. That's the system we use. Will you try us out? A 'phone call to Junction 6204 will bring a salesman.

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST CLAIR AVE. TORONTO

London's Great Advertising Exhibition

(*Continued from page 46*)

impressive by reason of size, decoration, design and colour. The London *Daily Mail* had a great bare stage with a high-rising rear wall from which flashed in huge electric letters, "DEMAND NET SALES." —its slogan in its current fight for audited circulations.

The stand of St. James's Advertising & Publishing Company, Ltd. (with which agency I am associated) was austerely classical without and within, and many declared it to be the best of all, but this, I imagine, s extravagant. However, it was distinctive, and acquired another distinction during the week of the Exhibition—as I may tell farther on.

The commercial studios had many fine and brilliant exhibits, the most notable of them being that of the Carlton Studios, founded by three or four Toronto men over a dozen years ago; and boasting with facts to support them, that they are the largest organization of the kind in the world. Queen Mary purchased two poster designs from the Carlton stand when she inspected it.

The exhibitors represented every class of advertising and selling interest, as related to the conduct of business. Advertising agencies, publishers, studios, engravers, printers, poster people, London's underground railways, trams and buses (as representing media) novelty manufacturers, business systems, propagandists, office utility and equipment manufacturers, sign makers, and so on, had stands. Also, many national advertisers had exhibits of their merchandise.

There was a Business Efficiency section; and an Advertisers' House, which represented a modern house, each room of which, from kitchen to drawing room, was furnished or equipped with advertised goods. This was a very popular exhibit.

One engraver made blocks from the first stage to the finished article. Some printers operated presses. One printer, Spottiswood & Ballantyne, showed the original press (a hand press) on which the Waverly novels were first printed. Some publishers showed the mechanics of publishing, in the form of progressive processes. At some studios artists were at work. The electrical sign men had interesting demonstrations of their service.

One publication, the *King's Highway*, had an electrically-operated device for the showing of cartoons of notables in the publishing and advertising world. Mixed in among these were the cartoons of men of lesser fame, and among these, it may interest some of my Canadian friends to know, I appeared, designated as "The Modern St. James." My green eyeshade, which some imagine to be an integral part of me, was boldly shown. A halo—the sign of saint-hood—was golden above my glistening dome; a monkly gown enclosed me, and the St. James's Lamp, the symbol of our agency, set at my sandalled feet, sent its cambent fumes behind and about me. To the 219,980 of the 220,000 visitors "The Modern St. James" meant nothing: to the score of others, it gave a risible countenance.

THE EXHIBITION A GREAT SUCCESS

In spite of the huge and congesting crowds, whose presence was in a measure distracting, the exhibitors, taking them small and large, were delighted with the substantial results which they secured as a consequence of their participation. Many of the visitors attended with the declared purpose of getting help from the exhibitors. Some printers booked many good orders. Some studios got in touch with new buyers of their wares. Some publishers sold goodly quantities of space. Not a few of the advertising agencies got in close contact with new prospective advertisers, and some of the agencies secured at the Exhibition accounts that otherwise might not have gone their way. One aggressive agency won an account, as a consequence of the acquaintance established at the Exhibition, likely to run to £30,000 a year.

If I may speak with propriety of the experiences of our own agency at the Exhibition, it is not to advertise it, or to boast; but to give readers of MARKETING who may be interested in the development of British advertising, some good idea of how advertising is developing in this country.

DEMONSTRATION SALES PLANS

First of all, I shall have to explain the nature of the exhibit of the agency with which I am associated. It consisted of six demonstration sales plans—plans to put on the British Market a new brand of underwear, table sauce, handkerchief, footwear, biscuit and toffee. These plans were presented attractively. The text of them was bound in pigskin-covered binders; the "exhibits" (cartons, labels advertisements, booklets, show cards, window trims etc.) illustrating these plans were likewise bound in pigskin-covered binders, measuring 22 x 32

inches. We spared nothing in the way of cost to "stage" these plans attractively. In the preparation of these plans I was permitted to spend, if need were, £500 or more on art work.

To representative manufacturers of each of the six lines of manufactures covered by our plans, we sent special invitations to visit our stand and examine the plan or plans interesting them. Also, this same kind of invitation was extended by advertisements in *The Times* and *Daily Mail*. As a consequence we had visits from over 70 manufacturers, representing over 40 different classes of manufacture, visit our stand to see our plans and to talk over the matter of their problems.

To tell the truth, our faith and hope did not anticipate so large and earnest a response to our invitation. Those of us in attendance at our stand were kept so busy interviewing manufacturers that some callers we did not see at all. Some of the distinguished visitors, including Lord Northcliffe, who came to our stand, I did not set eyes on. Some of our callers remained an hour, two hours, three hours! Some of them were astute and experienced advertisers who came to see if we had anything new to show them; but the majority were principals of firms who came to discover how advertising and modern merchandising methods could be applied to their business, to increase or stabilize the sale of their products.

The Trade Slump Breeds Advertisers

We discovered, that the present slump in the boot trade and in the wool trade, for example, has made many firms look to advertising as the way of escape from a bad condition. One boot manufacturer, making in normal times 20,000 pairs of boots and shoes a week, said that his business was hard hit by the collapse of demand from his usual customers—factors and multiple shops, while the business of another firm in the same city, making branded footwear which is nationally advertised, was seemingly but little affected by the trade slump.

Similar confessions came from makers of biscuits, table sauce and woollen goods.

One large manufacturer of a tuppenny article, with world sales running to millions a day, has found Belgian competition causing his sales in the home market to fall off. He wanted to know how to get back his market.

A sauce manufacturer declared that his sauce is right, that container, label and price are right, but that

Music a Decisive Test

IS there a better index than music to the character of the home? Music is usually found and valued where worthy ideals are held, where the home is more than a place of shelter, and physical necessities. It is significant of the established character and high type of home life to be found in Western Canada that the love of music is so widespread.

The Western Home Monthly

stands first among Canada's magazines in volume of Musical Instrument advertising published during 1920. Here are the figures, as compiled by Marketing:

Western Home Monthly	**35,853**	**Lines**
Maclean's Magazine	26,551	"
Canadian Home Journal	20,125	"
Everywoman's World	18,670	"
Canadian Magazine	5,152	"

The fact that music dealers find The Western Home Monthly the most profitable medium for reaching the best class of Western homes indicates to other advertisers the quality of circulation offered.

To clinch sales, it pays to interest every member in established Western homes through The Western Home Monthly

The Home Publishing Company
Winnipeg, - - - Manitoba

Members A.B.C.

In Quebec

Retail Sales Follow Advertising in

The Telegraph

ALWAYS

Federalgrams

Some advertisements have everything except an invitation to buy!

: : : :

The copy-writer who is given an ancient catalogue and told to produce a world-beating advertisement knows what "making bricks without straw" means.

: : : :

The advertisement that doesn't INform should REform.

: : : :

The best advertisement tells the prospect so much about the goods and tells it so well that he sells himself.

: : : :

The agency commission is all right when the agency doesn't permit it to obscure the interests of the advertiser.

: : : :

Pessimism was never an ingredient of successful advertising.

: : : :

Business-building is not a matter of casual advertising.

Federal Advertising Agency

T. H. YULL, *Director*

Dominion Savings Building
LONDON, - CANADA

demand for his sauce is negligible, because public favour went to the advertised sauces.

A cloth manufacturer in a Yorkshire city is considering entering into the business of making branded clothing, using a subsidiary Company for the purpose.

A Scottish biscuit manufacturer finds his business becoming harder to carry on because of the growing business of firms like Huntley & Palmer, Jacobs, and Crawfords.

A Scottish underwear manufacturer, making a better article, so he declared, than the Wolsey brand, wants to expand the market for his product.

A 60-year-old maker of a branded boot, with only 250 retail distributors, has determined to advertise, and a first objective is to double the number of retailer agents.

Makers of shoe laces, blankets, a mattress, a player-piano, motor cars, a soap powder, a vacuum cleaner, photographic material, and of many other things, came to us with their problems.

These cases are typical of scores of others of which I could tell.

I cannot say that the depth of purpose and sincerity in all visitors was equal, for we have since discovered that it is not; nor can I say that all we interviewed were teachable, for some came with minds set on their own way. For example, one boot manufacturer and one underwear manufacturer incline to the mail-order type of business. Another visitor was determined to stick to his self-chosen brand name, which, in more educated judgment, is fatally wrong. Some visitors had only £1,000 or so to spend, and hope with so humble an appropriation to "break into" the envied trade possessed by firms who have spent hundreds of thousands of pounds to secure and hold their present market.

Loading the Retailer

We found not a few of our visitors bound, according to their own view, to the wholesaler as their distributor, and fearful of any policy which requires them to go to the retail trade. They fail to see that the last salesman in the chain of salemen is a vital link in the distributing process.

But if we found some evading the retailer, we found others recognizing that the merchandising of their products through the retail trade, and with the retailers' good will and co-operation, is quite as important as advertising.

* * *

But I must not lengthen this story of the new enquiring interest in selling and advertising possessed by very many British manufacturers—an interest stimulated by the International Advertising Exhibition. The conclusion was inevitable that the Exhibition has won for the whole broad subject of distribution a new interest: and that it has produced a new sense of the business of marketing and advertising on the part of both advertising agencies and manufacturers.

Another Exhibition Planned

So impressive were the teachings of the Exhibition that its organizers determined to repeat it, in either 1921 or 1922—probably the latter year; and in this resolution they have the very hearty support of the exhibitors.

That the exhibitors were appreciative of the work and personal self-sacrifice of the Thirty Club had witness in a complimentary dinner tendered by the exhibitors to the organizers of the Exhibition. This was held at the Savoy Hotel. At this dinner the guests retold the inception of the Exhibition, and of the giant labours of individuals in developing an idea into a very wonderful fact. They told how they, in a moment marked by solemnity and sublime faith, assumed a liability of £60,000—thirty advertising men! In eight months, these men, by energy and fidelity, by good salesmanship and by inextinguishable enthusiasm, produced the Exhibition of which I have written, and on many interesting phases and events of which I am compelled, by reasons of space limitations, to say nothing.

* * *

This Exhibition has its value for Canada, for publishers, advertising agencies, manufacturers' agents and many others, because the birth of new national advertisers in Great Britain, means, sooner or later, an extension of the field of their publicity effort to Canada.

Also, should any in Canada seek to organize any similar Exhibition, the British Example of 1920 should be a source of information and encouragement.

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The McEachren, Greenway, Coots Co. has been appointed sole selling agents, for the Patterson Candy Co. Toronto.

❦ ❦ ❦

The McConnell & Fergusson advertising agency has been incorporated as a limited company, and managers of the several branch offices, together with A. R. Malton who joined the London office a few months ago, have been made directors. M. M. Fergusson is leaving for a vacation of some months, on account of ill-health.

The Sydney S. Bowman Co., Montreal will handle the Canadian advertising of the Borden Milk Co. during 1921.

The offices of the Western Canada Flour Mills Co. Ltd., makers of Purity Flour, have been moved to 285 Macpherson Ave. Toronto.

The James Fisher Co. is now placing the advertising for the Mutual Life Assurance Co., of Waterloo.

The Advertising Service Co. Montreal has secured the advertising account of the Robin Hood Mills Ltd.

The advertising for N. K. Fairbank Co., Chicago, is now being handled by Gardiner & Wells ageney, New York.

A 50% increase in sales during 1920 was reported to the salesmen of Wm. Paterson Limited, biscuit manufacturers, at their annual convention in Brantford ten days ago. Prospects for the coming year were discussed, and plans made for a similar increase during 1921.

Advertisements have been appearing in Toronto papers asking that odd jobs be found by citizens for men out of work. This was one plan of the Citizen's Unemployment Committee, the advertising being handled by Norris-Patterson Ltd.

The Montreal Auditorium Association, a body recently elected by a large number of organizations to carry out, if possible, the project for building a monster convention hall in Montreal, has appointed a publicity committee, of which John A. Frazer, of Lewis Bros., Ltd., President of the Montreal Publicity Association, is Chairman.

Alfred Leithead, president of the *Montreal Herald*, died very suddenly on Decemher 23rd. He was at his office in the morning, and went home in the afternoon because of feeling ill. He collapsed at bedtime, before medical assistanee could be obtained.

He has been identified for many years with Montreal newspapers, getting his training on the *Star*, and later serving as manager of the *Standard*, and in recent years of the *Herald*.

Alone in its Field

THE BRANTFORD EXPOSITOR is one of few papers in large industrial centres that is alone in its field. Brantford is the fourth largest manufacturing centre in Canada. Its annual factory payroll is more than $10,000,000. It is the centre of the Canadian agricultural implement industry, as well as the home of many of Canada's best known firms in other lines. The surrounding farm district is equal, if not superior, to any other in the Dominion.

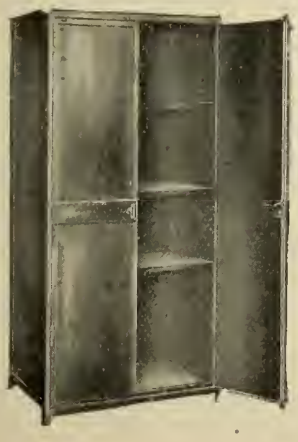
The Brantford EXPOSITOR

alone covers this wonderful territory. It reaches almost 100 per cent of the homes within a radius of seventy miles of Brantford—representing one of the best and most responsive markets in Canada. The EXPOSITOR dominates this section. Its fearless candour, well written news articles and carefully guarded advertising columns, make it welcome in every home. See that the EXPOSITOR is on your list for 1921 advertising.

The Only Daily in Brantford

Established 1855

A. B. C. Circulation, 10,506



THE TWO GREAT LOSS PREVENTERS

DENNISTEEL
Made in Canada

LOCKERS

for the personal belongings of your employees, offer privacy as well as protection.

CABINETS

for stationery, supplies, books, etc., in the office.

Indestructible, space saving, tidy, permanent, vermin-proof and FIREPROOF. No other equipment can compare with these for office convenience.

WE ALSO MAKE

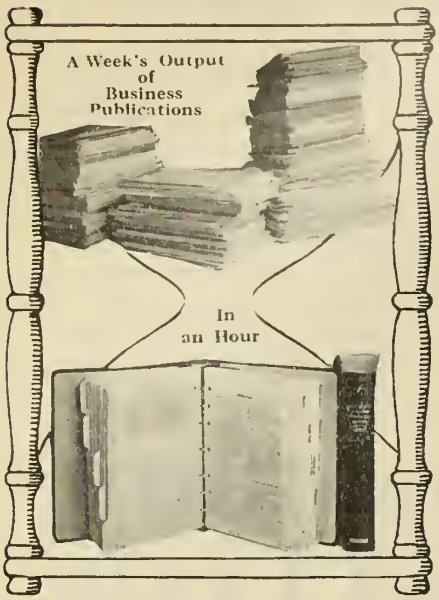
Steel Lavatory Compartments, Bins, Shelving, Chairs, Stools, Shower-Baths, Dressing Rooms, Ornamental Iron and Bronze, Commercial Wirework of all kinds. General Builders' Ironwork.

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Winnipeg
Calgary
Vancouver

Are You Missing Valuable Ideas Each Week?



Do you have time to go through the magazines that come to your desk in search of the ideas you need for your business? The ideas are there—somewhere in that pile of papers, magazines and house organs—meant for you, and worth money if you use them.

There's a 60-minute method of going through business literature each week—a trip through the land of "BUSINESS IDEAS"—and back to your desk in an hour.

The BUSINESS Information Service

Used by American Express Co., Sun Life of Canada, Merchants Bank of Canada, Montreal Gazette, George A. Touche, Riordon Pulp and Paper Co., Queens University, Dominion Canners, Laporte-Martin, Ltd., U.S. Steel Corporation, and hundreds of other progressive concerns, in every line of business.

Digests, classifies and cross indexes over four million words from seven hundred publications each week, presents its findings in compact, neat and legible form so that you can get in less than an hour the ideas that you now miss entirely—ideas from articles you hadn't time to read, from publications that you never see.

How the country's leading firms and corporations are eliminating the element of chance in securing the newest business ideas; how they get these ideas in condensed, usable form, ready for adoption in each business department; how a research staff co-operates with them in gathering information on special subjects—*fully explained in this 64-page book, free to Business Executives.*

PRENTICE HALL, Inc.
70 Fifth Ave., New York City, N.Y.

Canadian Office
55 St. Francis Xavier St., MONTREAL

.....MAIL THIS COUPON AT ONCE.....

6116

PRENTICE HALL, Inc.
70 Fifth Ave., New York City

Please send me, without obligation, your 64-page book, "BUSINESS IDEAS," which tells clearly and exactly all about this important service.

Name.....

Position.....

Firm.....

Address.....

Motor-Car Owners Increase by 26%

Contrary to the general opinion that there had been a considerable falling off in automobile trade during the year 1920 as result of the period of slackness evident toward the end of the year, it is to be noted that 1920 was the biggest year the automobile business in Canada ever had. Every one of the nine provinces in Canada reports an increase in the number of motor vehicles in use. Figuring the increase on a percentage basis British Columbia stands out as the leading province with an increase of 43.5 per cent. over 1919 registrations. Ontario's increase was 30 per cent.

Motor cars and trucks registered throughout the Dominion from January to November, 1920, numbered 408,999. Of this number those provinces which separate motor trucks in the registrations indicate that at least 23,574 of these are trucks. It is stated that striking a fair average of motor trucks to passenger cars there would be approximately 380,325 passenger cars and 28,674 trucks in Canada. An increase in the number of motor cycles in use in Canada is also noted, there now being 10,311 registered.

Increase by Provinces

The increase in registrations by provinces is as follows:—in 1919, Ontario registrations increased by 23,400 over the previous year's figures; in 1920 the increase over 1919 was 44,600; Quebec registrations increase by 8,994 in 1919 and by 9,913 in 1920. Nova Scotia registrations increased by 1,797 in 1919 and 3,040 in. 1920 Prince Edward. Island registrations increased 518 in 1919 as compared with 419 in 1920; Manitoba had an advance of 5,774 in 1919 and of 7,159 in 1920; Saskatchewan had an increase of 7,511 in 1919 and 4,958 in 1920; Alberta advanced 4,500 in both 1919 and 1920; British Columbia increased registrations by 3,672 in 1919 and by 8,500 in 1920.

These figures indicate the provinces which have had the greatest increase in number of motor vehicles used and those in which there has been a decrease do not present an alarming condition as fluctuations are a comparatively common occurrence in their cases.

Total Registrations

Total registrations for the various provinces of Canada for 1919 and 1920 are as follows:

Province	1919	1920
Ontario	132,000	176,600
Quebec	34,987	44,900
Nova Scotia	9,900	12,450
New Brunswick	8,061	11,101
P. E. I.	999	1,418
Manitoba	29,163	36,322
Saskatchewan	54,750	59,708
Alberta	34,000	38,500
British Columbia	19,500	28,000

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR DECEMBER

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	DECEMBER 1920					DECEMBER 1919		
Macleans Magazine	2	700	58,245	1,851	86¼	44,772	679	65
Western Home Monthly	1	720	29,658	1,203	42¾	30,400	1,516	44½
Everywoman's World	1	800	28,783	2,088	38½	27,592	2,041	37
Canadian Home Journal	1	800	27,079	1,935	36¼	28,379	1,267	37
Christian Guardian	5	700	19,038	521	28	not checked		
Canadian Magazine	1	224	15,160	1,659	75	15,728	1,414	76½
World Wide	5	636	12,432	....	19½	10,984	....	17¼

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR DECEMBER

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total		Grand Total
	DECEMBER 1920							DEC. 1919
Grain Growers' Guide	5	720	66,674	1,166	184	68,024		125,548
Farmer's Advocate (Winnipeg)	5	720	54,127	14,366	336	68,829		90,073
Nor'West Farmer	2	720	53,734	18,512	277	72,523		84,702
Farmer's Advocate (London)	5	720	50,134	22,263	56	72,453	x	70,348
Canadian Countryman	4	700	39,008	4,226	100	43,334		46,804
Farm & Ranch Review	2	720	38,482	3,366	442	42,284		59,002
Canadian Farmer*	4	700	33,731	3,200	737	37,668	xx	41,916
Farmer's Magazine	2	700	30,282	3,810	78	34,170		36,080
United Farmer's Guide	5	720	23,836	1,612	...	25,448		not issued
Farm & Dairy	5	700	23,637	15,202	360	39,199	x	48,903
Maritime Farmer	2	672	15,626	1,602	1,269	18,497		24,167
Family Herald & Weekly Star (Eastern)	5	940	75,557	390	5,720	81,667		98,917
Family Herald & Weekly Star (Western)	5	940	73,286	240	5,735	79,261		not checked
Farmer's Sun	9	2,400	71,706	4,302	1,090	77,098		57,894
Ottawa Farm Journal	9	2,432	62,377	3,926	5,348	71,651		79,271
Farm & Home	5	1,025	56,931	2,454	2,694	62,079	x	20,807
Free Press Prairie Farmer	4	1,186	35,353	154	6,864	42,371		55,639
Montreal Weekly Witness	4	2,100	8,959	....	3,322	12,281	xx	17,081

*Formerly Canadian Farm with a page size of 792 lines. x—4 issues. xx—5 issues.

Montreal Admen Active

A NARROWING and intensive process is being organised by the new officials of the Montreal Publicity Association, whose president, John A. Frazer, an executive of the widely known hardware wholesalers of Lewis Brothers, Limited, feels that some results of a more vigorous campaign begin to attain visibility.

"For a long time the association had been covering too much ground," says Mr. Frazer, "with the result that its work was being spread very thin." This frittering away of effort had led to a decline in interest amongst members, so that with a membership of over 350, only some 10 could be counted on to attent meetings. Already that has been improved, and the figures now run anywhere from 75 to 120.

A free hand was demanded by Mr. Frazer when he was made president, and another result he hopes for will see the elimination of much dead wood, men who merely pay their annual dues, and take no personal interest in the association's welfare. "The first step towards that," said Mr. Frazer, "is the campaign we are now commencing for raising the membership to 500. Having that number, we shall be able to take stock of the men in our ranks, and investigate what they are doing to help us. We need more than their subscriptions.

"We have also decided to drop a number of projects, connected with outside matters, and sell ourselves to our members, in other words, give to them the service that was being spread so thin. They will get more, and we hope therefore to give more, in the way of service." Organisation on the lines of the Kiwanis Club is another plank in the platform.

It may be considered that it was a daring experiment on the part of the association to make Mr. Frazer president, as his firm is notable—it might almost be said notorious—for having attained its position without the aid of advertising. For many years they carried but two advertisements, one in the Prix Courant and the other in a Montreal French paper. "They were more a matter of tradition," added Mr. Frazer, and have been dropped recently. So this big concern runs without advertising—an almost unique position for a firm of size. At Christmas they ran a full-page Christmas and New Year greeting to their customers, in a local trade journal, when their advertising will again expire.

"What Canada Has to Advertise"

There was a big attendance at the regular fortnightly dinner of the Montreal Publicity Association on December 8th to hear a most interesting address on "What Canada Has to Advertise," by C. Price-Green, Commissioner of the Industrial and Resources Dept. of the Canadian National Railways. The speaker emphasized that Canada had heavier development problems than any other people, but was facing them with such success that there should be a spirit of optimism rather than depression. A point he made was one not generally known, that while the U. S. is often used as a gauge to belittle Canada, our exports for this year are about $117 per capita, or almost double U. S. exports which were $65 per capita.

The March Issue of

The Canadian TIRE AND ACCESSORY JOURNAL

will contain practically complete directory of automotive equipment offered for sale in Canada.

(We have decided to delay the publication of this important "special" to March).

Will be held for reference during the season when the trade are making plans for the coming year.

Will reach over 3,000 men in the trade. This paper has a guaranteed circulation of over 3,000 copies.

Will be an exceptionally affective medium for advertising tires and accessories.

The COMMERCIAL PRESS, Limited
51 Wellington West - - TORONTO

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

WESTERN CANADA

THE field of the ***Farm and Home Review*** is Western Saskatchewan. Alberta, and the agricultural districts of British Columbia. The "Review," born in 1905 and published continuously in Calgary since that date has earned a wide and influential friendship amongst the rural population of the large field in which it is the home paper. It is the only agricultural paper with a general circulation and A.B.C. rating published in the enormous area lying between Winnipeg and the Pacific Coast, a distance of over 1,500 miles.

Quality Circulation

The "Review" stands for quality circulation, the greater part of its 50,000 subscribers being obtained through mail order campaigns, therefore voluntary mail subscriptions comprise the bulk of its circulation.

The "Review" is not an organ of any aggregation of farmers. Every one of our subscribers get the "Review" simply because he WANTS IT and for no other reason.

Statistics show that almost 70% of the population of Western Canada is rural; combine that with our unique and strategic geographical location and link that up with the fact that Western Canada's record constitues a promise as a market possibility that cannot be equalled anywhere on this continent. Can you afford to overlook this field?

Don't try to cover Western Canada without the "Review." It can't be done.

Our rate is 7/10 cents per line per 1,000 of circulation. being the lowest of any of the leading Western Farm Journals.

Published 5th and 20th of each month

The

Farm and Ranch Review

Limited

CALGARY, ALBERTA

Members Audit Bureau of Circulations

Christmas Luncheon Fun

The Christmas luncheon on December 29th saw the "intrusion" of ladies, an incident which threatened to mar the occasion to the point of open rupture. For quite fifteen minutes the atmosphere was charged with a mixture of indignation, apprehension, and suppressed excitement. At the height of the situation when some members made a move to leave the room in protest against what they considered an exercrable display of bad taste and unseemly temper, the chairman, President Fraser, with apologetic demeanor, and obvious embarrassment, attempted to straighten out the tangle, but with apparent impotence. The incident came to a head when one of the ladies, feeling grossly insulted at the remarks and allusions that were made, rose, and made her way to the door, followed by Mr. Victor Soucisse, who in beseeching tones, implored her to return and "all would be well." At once the potpourri of intense feeling which prevailed, gave away to hilarious laughter. The realization came home that the affair was "staged."

It was most effectively done. The group of self-characterized misogynists who created the "scene" by disapproving of the presence of the ladies on the ground that they would interfere with the arranged programme and "spoil sport," carried out their several parts in the angry debate with a vehemence and candor that was calculated to ruffle chivalrous sentiments. The lady who at the psychological moment restored the conviviality and high spirits of the gathering was Miss June LeVeay, from the Gayety Theatre, who for the occasion, and with permission, assumed the name of a Toronto lady who was unable to be present. Immediately afterwards Miss LeVeay, assisted by Mr. George D. Weist, sang several songs, and was presented with a corsage bouquet by Mr. Frank McKenna. The other lady guest of honor present was Miss M. Farrell, advertising manager of Almy's, Limited, who, previously advised, was greatly amused at the mock situation.

❦ ❦ ❦

The Canadian National Carbon Co. has announced in trade paper advertisements that the results of its $10,000 Contest winners will be told through the dealers' windows. "In accordance with the Eveready policy of Help the Dealer, "the advertisement states, "newspaper ads will not carry a complete list of winners. Instead, people will be told to see their dealer's window." The contest referred to offered prizes for the best title to a picture, which was a feature of window displays a few months ago. Over 350,000 answers are stated to have been received.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

NOVELTIES & SPECIALTIES

For Local & National ADVERTISERS

The Sellers Ageney 100 King St. West Toronto

"GIBBONS KNOWS ADVERTISING"

MONTREAL TORONTO WINNIPEG

Saskatchewan Stands Supreme

The official estimate by the Dominion Bureau of Statistics at Ottawa shows that over one-fourth of the total production of field crops in Canada for 1920 stands to the credit of the Province of Saskatchewan.

Here Are The Figures

Total estimated value of field crops of Canada, $1,636,664,900. The total is divided among the Provinces as follows:

SASKATCHEWAN	**$412,406,000**
Ontario	**396,183,000**
Quebec	**327,063,000**
Alberta	**199,033,500**
Manitoba	**142,209,000**
New Brunswick	**59,405,800**
Nova Scotia	**54,738,300**
British Columbia	**24,372,000**
Prince Edward Island	**21,164,300**
Total	**$1,636,664,900**

These figures show that Saskatchewan farms produced this year more than $515.00 for every man, woman and child in the Province, which explains why the per capita spending power of Saskatchewan is greater than that of any other Province in the Dominion of Canada, and therefore presents the most valuable market for the manufacturers and the natural first choice for national advertisers.

To Effectively Reach This Rich Market

and secure a share of Saskatchewan business, advertisers must use Saskatchewan's two great daily newspapers—

The Morning Leader Regina, Sask.

and ***The Regina Daily Post*** Regina, Sask.

(Evening)

Full particulars as to rates, circulation, etc., may be obtained from any recognized advertising agency, or

E. J. GUY,
302 Royal Bank Building, Toronto

E. L. McARTHUR,
224 St. James Street, Montreal

"Ill winds blow good—"

WE are pleased that advertising appropriations are undergoing closer scrutiny.

Because, as far as Nova Scotia is concerned, the more advertisers consider this territory and the sounder advertising agencies' recommendations become, the more business will gravitate to

The Halifax Herald
The Halifax Evening Mail
The Halifax Sunday Leader

The Evening Mail, A.B.C. Audit, guarantees more than double the circulation of the other two Halifax Evening newspapers combined.

The Morning Herald far outranks other morning papers in circulation and interest.

The Sunday Leader is in a class by itself. It is the great interesting Week-End paper of the entire Maritime Provinces.

National Advertisers with distribution in the Maritime Provinces should insist upon Advertising Agents including the "Big Three" in their schedules.

If they are not included demand the reason why.

W. H. Dennis

Vice President and Business Manager

Halifax, Jan. 15th, 1921

Volume XI. Number 3 Toronto, February 1st, 1921

Marketing and Business Management

Edited by W.A.Lydiatt

OFFENSE *and* DEFENSE

ADVERTISING is the arm of Commerce that is equally effective on the offensive and on the defensive.

When conditions warrant aggressive selling, Advertising is the force with which to gain new territory.

When business is being defended against adverse trade conditions, Advertising is a protection that holds the market and keeps goods moving.

Inquiries should be directed to our nearest office

A. McKIM, LIMITED

Advertising Agency

Montreal Toronto Hamilton Winnipeg London, (Eng.)

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

FEBRUARY 1st, 1921

$2.50 a Year

Posters Support Dealers

Here is a poster that is simply irresistible. The huge, colored-to-life sample tin is eight feet high; the tempting salad, the hunger-producing eggs and the toothsome plate of doughnuts are going to appeal to every man, woman and child in dealers' towns.

This poster will sell "MAZOLA" and Mazola will do the rest — this means permanent, well satisfied customers for retailers.

Dealers make this wonderful poster advertising their very own advertising—by the prominent display of "MAZOLA" in their windows and on their counters while the posters are showing here, there and everywhere around their towns.

The posters will cover over 170 trade centres reaching considerably more than one third of Canada's entire population morning, noon and night.

Posters support the dealer and get dealer support

MAKE the consumer think of your product at the time and place where it can be bought.

POSTERS will do it.

They afford the only medium through which you can reach the whole public without expense or effort on its part.

POSTERS give you publicity at the right time, in the right place, at the least expense.

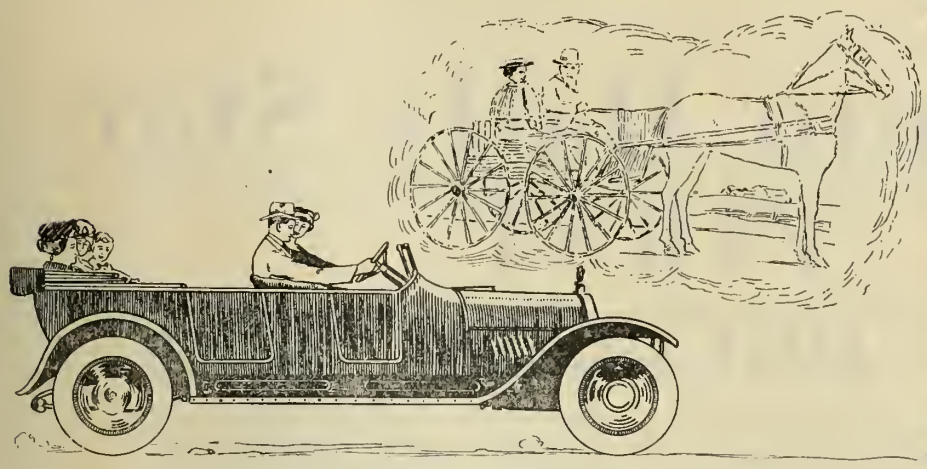
Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

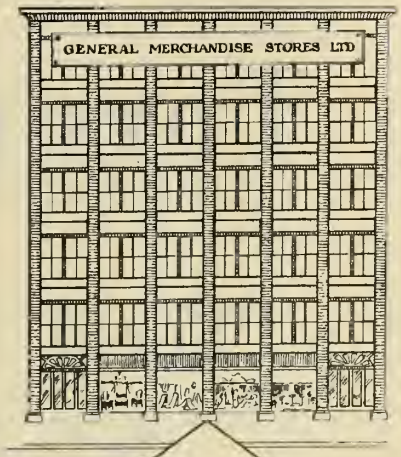
Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO.		HAMILTON
HARRY DUKER, LIMITED		VANCOUVER, B.C.
A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO

W. W. SCANE, Secretary, CHATHAM, ONT.





N.B. Farmers' Issued Every Week Beginning February 3rd

You Can Sell it to the Farmers of Canada

They constitute an unsually rich and responsive market—a ready outlet for all high-grade commodities

Canadian conditions have changed fundamentally. Canada, as an agricultural nation ranks perhaps the highest in the world at the present time.

All this means a high order of intelligence in Canadian farmers as business producers and distributors—and as buyers. To carry on their highly productive industry and to maintain their social and political interests as they are doing *they must of necessity demand the best of everything.*

The Canadian farm market is backed by unequalled prosperity resulting in an unequalled demand for all high grade commodities.

Buying habits have changed. Automobiles carry farmers swiftly to stores that have found it pays to carry the best of "city bred" merchandise. Purchases are made with greater frequency; the per capita volume has increased—likewise the dealer's turnover. The farmer's trading radius has been extended.

You can co-operate with merchants throughout Canada most effectively through consistent advertising in FARMERS' MAGAZINE. It makes a strong appeal to farmers who are the first to buy. FARMERS' MAGAZINE has been and still is the great educator. It has done more than any other publication to raise the standard of farm life. Over 30,000 leading agriculturists read FARMERS' MAGAZINE regularly.

Remember this: many large advertisers use FARMERS' MAGAZINE exclusively in the Canadian farm field. Secure detailed information regarding FARMERS' as applied to your particular proposition.

What They Are Buying

Automobiles
Accessories
Electrical Utensils
High Grade Clothing
Toilet Goods
Pianos, Furniture
Packaged Foods
Talking Machines
Razors
Boots and Shoes
Cigars, Cigarettes and Tobaccos
Silverware and other Table Supplies
Milking Machines
Washing Machines
plus
Farm Implements

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

Toronto Daily Star
FIRST
Total, 10,139,360 Lines

The Toronto Star breaks all records during the year 1920, printing 10,139,360 lines of display advertising, and leading all the other Toronto daily newspapers.

This was the largest number of lines of display advertising ever printed in The Toronto Star, or in any other Toronto paper, in any one year and **was more lines than were printed in any other Toronto paper during the year 1920.**

In considering the great volume of The Star's advertising business during 1920, **advertisers will please note that many thousands of lines of various kinds of advertising not acceptable to the publishers of The Star were refused publication.** The following actual figures show The Star's leadership:

		Agate Lines	Star's Lead
Star	(E)	10,139,360	.....
2nd paper	(E)	8,492,680	1,646,680
3rd paper	(M)	5,989,200	4,150,160
4th paper	(M)	5,647,740	4,491,620
5th paper	(M)	3,167,080	6,972,280

The positive proof that The Toronto Star gives its advertisers the best results, as it has given them for over 28 years, lies in the fact that it has **more individual display advertisers than any of the other Toronto newspapers.** And its advertisers continue with The Star year after year, willingly paying the higher rates that come with growth of circulation and increasing publication costs.

To reach the best homes and the best buyers in Toronto and Ontario, advertisers during 1921 should use liberal space in The Toronto Daily Star and the Sunday Star. They are undoubtedly the best advertising mediums in their field.

The Toronto Star Printing and Publishing Co., Limited
18-20 King Street West, TORONTO, ONT.

CHAS. H. EDDY CO., United States Representatives

1011 Fifth Ave. Building	Old South Building	People's Gas Building
New York	Boston	Chicago

IMPORTANT NOTICE re RATES

ITH the May issue, the page size of "Everywoman's World," Canada's Greatest Magazine, will be reduced to 700 agate lines (four columns of 175 lines), thereby conforming to the new page size adopted by the majority of American women's magazines and securing uniformity of size in the leading Canadian magazines.

THE RATE PER AGATE LINE REMAINS UNCHANGED.

ADVERTISERS THEREBY SECURE A DECREASE OF $100 PER PAGE, $50 PER HALF-PAGE, AND $25 PER QUARTER-PAGE, PLUS THE FURTHER SAVING THAT CAN BE MADE IN ENGRAVINGS, ELECTROS, ETC.

With the same issue, "La Canadienne," the French sister publication of "Everywoman's World," will also assume the new 700-line page size, without any change at present in the line rate.

CONTINENTAL PUBLISHING CO., LIMITED
Toronto - Canada

Branch Offices: Montreal, New York, Chicago, Philadelphia, London, Eng.

YOU NEED a copy of "Canada's Market," our most recent publication.

It contains much information and data on merchandising in Canada.

"Canada's Market" also gives complete analytical information about "Everywoman's World" and "La Canadienne"—Canada's Greatest Magazines.

Yours on request.

CONTINENTAL PUBLISHING CO., LIMITED
TORONTO and MONTREAL

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 3 TORONTO, CANADA FEBRUARY 1st, 1921

POSTAL EXPERTS GIVE MAILING HINTS

Ways to insure the silent salesman "getting an interview," insure quick delivery and arrival in readable condition for your mail messengers, suggested by direct-mail exports and postal veterans.

Written for MARKETING by WALDON FAWCETT

IT is not so much what the direct-mail advertiser says, as how his customer or his prospect hears him say it. In spoken salesmanship, no marketer would expect to get results if his cherished talking points were mumbled and jumbled by an interpreter slovenly in appearance or unpleasing in address. Even less should it be expected that silent salesmanship will win the attention that is coveted if its exponent presents a mutilated or dilapidated appearance. Moreover, little details of setting and environment count in the promotion of marketing by mail to a degree unequalled in retail merchandising.

Granted that it is not only desirable but imperative that our printed envoys appear before the prospect immaculate and convincing, the big question arises, How can we insure this result? It is not merely a problem of assuring the arrival of trade literature at destination in *readable condition*. On top of that problem is the no less important responsibility of securing *prompt delivery*. In many instances—as for example in the case of special, limited-time sales or seasonal offerings—this factor of speedy transmission is more important than any other consideration.

In behalf of MARKETING, appeal has been made to a number of direct-mail experts and veteran postal executives for practical suggestions with respect to aids that might be expected to help direct-mail advertising on its way. All the specialists who were quizzed were emphatic in the declaration that the advertiser or mail user has far more influence than he realizes. Just as it is the traveler who takes the trouble to see to it that his luggage is always securely locked and strapped and tagged, who has the smallest risk of disappointment at the journey's end, so it is the direct-mail advertiser who takes all possible precautions and gives thought to the little things, whose missives are least likely to be tardy or travel-stained.

To Facilitate Mail Delivery

To the surprise of some of us, the experts point out that the direct-mail advertiser has a double opportunity, or a double responsibility if you prefer to put it that way. They characterize these dual aspects as, respectively, the physical and the sentimental. On the physical side, they catalogue as "aids" all the instrumentalities that make for secure wrappings, legible addresses, adequate precautions for the forwarding or return of undeliverable mail; avoidance of "short-paid" postage; etc. etc. On the sentimental side, they counsel the attainment of postal efficiency by the usually unthought-of expedient of courting the good will of the postmen. And, be it added, they would cultivate this good will by facilitating in every possible way the work of the postal employees.

While the sharps of mail practice advise that the enlistment of aids for direct-mail advertising be thus approached from two different angles, in reality the same mediums will in many instances serve the two purposes. The direct-mail advertiser who avoids the use, on the exterior of his mail forms, of wire clips and uses instead, paper fasteners, tape, or twine has avoided the ill will of the postal employee whose hands are torn in hasty handling of "wired" folders, etc. But, at the same time, he has obviously served his own ends by sparing his printed matter the risk of damage from sharp metal running amuck in the mails. Or, to find an example in the routine of mailing, it may be cited that the direct-mail advertiser who arranges to deposit as large a proportion of his mail as possible early in the day wins the gratitude of postal employees who are overburdened at the close of the day, but by that same virtue, he obtains better dispatch for his mail.

Address Requirements

Muster of the aids that will help direct-mail advertising on its way may profitably begin not with the final preparations for mailing but back in what may be accounted the preliminaries. Specifically, the best augury of a flying start and a speedy journey for mailings of any class is to be found in careful preparation of the mailing list. With the increase in population and the resultant multiplication of the number of persons with the same or similar names, there is need for greater care to supply, in address, full names or all initials. Similarly the concentration of population in towns and cities has rendered essential the furnishing of all the details of addresses. To illustrate the new contingencies, it may be instanced that it was formerly deemed quite sufficient to designate a mail destination as the corner of two streets. But, under latter-day urban conditions, when there may be office buildings or apartments at all four corners of a street intersection it frequently happens that the respective corners are served by two or more different letter carriers and mail addressed merely to the corner may suffer delay ere it finally reaches

the hands of the carrier whose route encompasses the destined "corner."

The self-same increase in responsibilities, through the increase in the volume of mail and in the number of postal patrons that renders desirable, from the mailer's standpoint, the supplying of "complete" addresses, is tending to make the postal authorities of all countries the more exacting in their demands. In so far as "directory service" will accomplish it postal organizations make conscientious effort to, in due course, deliver every piece of mail, no matter how inadequate or misleading may be the address. There is, however, on the part of postal executives the world over, a feeling that the mail user who will not take the trouble to ascertain initials, street and box numbers and other important details has no right to grumble if the delivery of his mail be seriously delayed, especially when there is congestion of the mails or a short-handed force. In pursuance of this idea, postmasters have, on occasion, been held to be within their rights when they flatly refused to accept large mailings of circulars or printed matter the senders of which were blandly proposing to compel the post office do part of their work by dumping mail with only skeleton addresses, such as town names without notation of boxes, streets or buildings.

Complete Addresses Required

While, as has been said, postal authorities are, openly or inferentially, becoming more insistent in their demands that mail users supply complete addresses or take the consequences, there is, on the part of postal executives everywhere a disposition to try to meet half way the direct-mail advertiser who is honestly desirous of making his mail trouble-proof. To this end, the up-to-date postal administration is willing to, in so far as the proprieties will permit, assist the mail user to revise and correct his mailing lists. It is the same spirit of co-operation that has, in various countries of the universal postal union, resulted in the development of such "short cuts" as "precancelled" stamps and the "permit" system which allows postage to be paid in cash on quantities of identical pieces in lieu of affixing a postage stamp to each individual piece.

From the standpoint of the direct-mail advertiser there is no reason why co-operation in the revision of private mailing lists might not, without harm, be carried to greater lengths than it is. Postal officials are, however, always restrained by the necessity of preserving the highest ideals as to the sanctity of the mails. Because of their obligations with respect to the confidences resposed in them, postal officials will not make up mailing lists or add new names to incomplete lists. The same code of ethics prevents the giving of the new address of a mail patron who has removed from a listed place of residence, albeit the post office will always forward a letter to such new address.

What is accounted, by the best modern thought, to be clearly within the province of a postal administration, is to supply missing details such as street or box numbers or make correction of initials in cases where names on a mailing list clearly have reference to patrons of the office to which the list attributes them. Going farther, the proprieties of postal administration permit of another service that is of even greater value to direct-mail advertisers, viz. the indication of the "head of the household" in every instance where a mailing list gives two or more names at one address. Owners of mailing lists cannot, of course, expect the postal authorities to devote time and energy that belongs to the public to cutting the deadwood from private mailing lists. But the average advertiser, who deems it advantageous to have his lists edited by revisers whose work is authoritative is only too willing to pay to have the work done by substitute clerks or by postal employees who will work in spare time for the advertiser at the same hourly rate of pay that is received while on official duty.

Legibility Emphasized

Next to having a complete and accurate address on each piece of mail one of the most important aids is found in the legibility of the inscription. Nor, be it quickly added, is this solely a responsibility for the typist or penman. A worn typewriter ribbon may make waifs of the most immaculate mail forms. But the man higher up, who formulates the general policies of a direct-mail campaign, has his own special share of responsibility for that legibility of addresses that, to no small extent, sets the pace of mailings. This responsibility rests principally in a recognition of the color value in stationery, wrappers, etc. It is all the more important in that it may involve the necessity of curbing an advertiser's impulse to use tints that he feels would be most helpful in investing his mailings with individuality.

The bald fact, though, is that he who would aid his mail on its way will do well to eschew the rich, dark tints and the rough textures in paper that, for many of us, have such a lure. Officials and experts who are familiar with all the processes of mail handling and dispatch strongly recommend the use of envelopes and wrappers made of paper of the colors that afford the best backgrounds for penned or typed inscriptions—the range for selection including white, buff, amber, and the light tints of pink and blue. This prescription for envelopes would of course, apply with equal force to letter heads, statements, etc. in the event that it is planned to make use of outlook or window envelopes.

In thus urging the restriction of postal conveyances to white or delicately tinted papers, the postal oracles are guiltless of attempting to, from mere whim, restrict mail users to what most advertisers are prone to regard as the commonplace. But the postal specialists are constantly reckoning with conditions that sometimes fail of consideration by direct-mail marketers, viz. those induced by the fact that the addresses on mail must be read by mail clerks carrying on distribution on swaying mail cars, by clerks working at night in poorly lighted quarters, and by sorters whose tables are illuminated by lights, such as the so-called "violet rays," that changes the hues of dark-tones papers, to the discomfiture of readers. So, the far-sighted specialist tells the direct-mail advertiser that he had best content himself with a conservative outer garment for his message and put all the punch in the enclosure. Or, if the advertiser feels that he must have a distinctive touch of color to catch the eye, mid a mass of mail, let him get his effect by colored borders or other adjuncts, leaving unimpaired the contrast of, say, a blue or black address inscription on a white or neutral background.

Return Instructions Often Missing

It sounds trite, indeed, to say that one of the standard aids to direct-mail efficiency consists in the conspicuous display of a return card on every piece of mail sent out. Yet the amazing turnover in dead-letter office and other postal morgues indicates how many users of the mails neglect this identification. In the case of a business house any neglect on this score is the more inexcusable in that the imprint of the sender may readily be requisitioned for advertising purposes. Even the straight-laced postal censors who resent any advertising inscriptions on the address side of an envelope cannot consistently object to the presence

of a trade-mark or a sales slogan in conjunction with a return card. On a plane in importance with the regular return card is the printed promise of the advertiser to forward postage for the return or forwarding of printed matter or merchandise that may be undeliverable. With the present cost of paper and printing it is an exceptional piece of direct-mail literature that is not worth its return fare, if the addresses cannot be found. But the advertiser should give notice, in manner to catch the eye of the most hurried postal employee, that he stands ready to bear the expense of redemption.

Extremes in Sizes Objectionable

The same practical considerations that impel sincerely disinterested advisors on postal policies to counsel against the use of the dark, dull stationery that bedims addresses and inscriptions, impels them to recommend another negative "aid." Self-denial No. 2 is to consist in avoidance of the use of mailing cards, folders, etc., of unusual size or irregular dimension. This dose of conservatism is bound to come as a shock to the advertiser who feels that it piques curiosity and insures a hearing for his message if his broadside be ensconced in a long, narrow envelope or folded in triangular or other unusual form. It is hard, practical considerations, however, that cause the postal specialists to admonish the direct-mail advertiser not to allow his imagination to run away with him. They have it in mind that the bids for patronage, that the advertiser sends forth freighted with high hopes, must pass forthwith through a cancelling machine. And if the mail forms be of a size or shape to defy convention and likewise the limitations of the postmarking machines, it may go hard with the cherished novelties. Or, at least, dispatch may be delayed because of the necessity for hand cancelling. So the postal mentors whisper: "Placard your mail envoy, if you must, with some inscription that will incite interest but stick to attire of conventional cut."

An aid for the direct-mail advertiser that has been developed rapidly within the past few years consists in what is commonly known as the "combination package." Essentially, the purpose of the combination package or double-purpose mail form is to enable the direct-mail advertiser to dodge the bugbear "under separate cover." Every employer of printed salesmanship knows only too well that in many instances his attack loses its full force because the catalogue or price list, color card, or sample to which he has referred in a letter to a customer or prospect has not arrived until some time after the notification. Under such circumstances there is always the risk that the personal communication and the follow-up trade literature will never be reunited and that each, in consequence, will lack something of the impressiveness it would have in co-operation. The combination package is designed to obviate these difficulties.

Combining First and Third Class Mail

The purpose of the "combination package" may be served by any alliance which permits an envelope containing a letter, bill of sale or other communication that must bear first-class postage to be linked, for the length of its postal journey, with a receptacle for printed matter or merchandise which is, of course, transmittable at a lower rate of postage. Various manufacturers of mailing devices have commercialized the idea of the combination package and have on the market patented forms of double-ended envelopes, two-compartment bags, etc. However, any mail user may evolve his own model of a combination package, suited to the particular needs of his own advertising and sales traffic. Postal authorities disclaim responsibility in any case where the two units of a combination package inadvertently become separated en route, but such cases will be rare if reasonable precautions are taken.

In a country of magnificent distances such as Canada, one of the most effective aids of safe and sure direct-mail execution is to be found in the provision, for all classes of mail, of envelopes and wrappers of considerable tensile strength. In this high-tension age, when mail is thrown from moving trains and individua pieces of mail are jammed into boxes too small to accommodate them comfortably, it is, more than ever, poor economy to save money at the expense of quality in advertising containers. In the case of advertising literature destined for the international mails the need for staunch conveyances is all the more marked. And, indeed, any mail that is to make all or a portion of its journey by water is likely to undergo especial stress and strain because the motion of a ship is calculated to impart to the mail in the hold a shuffling movement that involves considerable wear and tear.

Some direct-mail advertisers may be a bit surprised to be told to fill each outgoing envelope to the limit of the weight permitted for the postage paid—not as a matter of getting full worth for the postage but in order that important enclosures shall be well padded against shocks in the mails. Yet this is precisely the advice given by some of the best qualified postal experts. They declare that, given an envelope of the requisite strength to carry the load, a canvasser for direct-mail business will do well to buttress his letters and samples with advertising leaflets and other "envelope stuffers" that will impart solidity to the mail form, while presenting a supplementary advertising appeal at minimum cost.

Similarly some of the experts hold to the idea also that it is wise to place advertising seals, stickers or poster stamps on the *reverse* of first-class envelopes as insurance against the premature opening of the flaps if not securely sealed. Postal officials object, naturally, to the presence on the address side of an envelope of anything that might be mistaken for a postage stamp, but a gummed label on the reverse has the dual function of a lock for the flap and a compact advertising medium.

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Conference About Paper

Publishers of magazines, farm, trade, technical and religious journals, members of the Canadian National Newspapers and Periodicals Association, held a conference with representatives of the paper manufacturers at the King Edward Hotel, Toronto on January 5th. The impression was gained that book papers were not likely to go higher in price, and might recede a little in the near future, though publishers are still without quotations for their 1921 supplies.

Representatives of the business and technical newspapers division of the Association met at luncheon at the National Club, Toronto on January 6th to discuss and organize committee work for the ensuing year. The new manager, M. J. Hutchinson, has taken hold in a vigorous way which is already showing results in a marked increased activity.

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The man who decides quickly will sometimes make mistakes, but he will learn more from his experience than the slow and timid man will ever learn from his days of thought and indecision.

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The Beaver Board Companies of Buffalo have planned a 1921 advertising campaign in Canada that is considerably more extensive than in previous years. Several large roofing plants in the United States have recently been acquired, and the output is being marketed under the trade name "Vulcanite Roofing," and considerable advertising will be done next year for this new product. The Baker Advertising Agency is handling the Canadian advertising, which will appear in a list of newspapers and farm journals.

COMPETITION AS A STIMULANT

Competition is the tonic, if not the "life" of a selling organization. How salesmen benfit, and what they can learn, from competition.

By Frank Farrington

MOST of us have an idea that if we could only get rid of competition, or get into some field where there would be no competition, we would do great business and get on wonderfully.

We forget that saying that "Competition is the life of trade," a saying that may not always be true, but that has a large element of truth in it.

When you find a man who has no competitors you usually find a man who is asleep. The merchant who runs the only store of its kind in the community never does anything like the business he might do if there were competition or something to stir him to industrious activity.

We need some stimulus to keep us hard at work at our job, and competition supplies that stimulus. When we have active competitors we know that unless we bestir ourselves the other fellows will get the business. We hump ourselves then because we have to do it.

Sometimes it is the best thing that can happen to a salesman to have a new competitor appear in his field. A salesman without active competition may start in strong and get good control of his territory. Things come his way and he gets a satisfactory business. And then, when everything gets to be pretty easy for him he begins to let up in his efforts. He finds orders waiting for him when he comes around and if they are not the biggest orders he ever had, or even as big as they ought to be, he doesn't think of that because he believes he is getting it all anyway. He forgets that there might be a bigger "All" if he were to exert himself to develop business.

When a fellow gets into this kind of a rut, he needs competition, either in his territory or on the part of other salesmen of his house who may be trying to surpass his record.

Sometimes the indifference and over-confidence born of lack of competition breed their own remedy by showing someone else an opportunity.

It sometimes happens that a salesman who has developed a considerable bump of egotism, who has reached a point where he thinks he is about the best that ever went out into his territory, underestimates the ability of his competitors. He thinks that because he has beaten them all once they are going to stay beaten. It is a great mistake to believe that your competitors are going to "lay down" when you have beaten them once, and admit that they are beaten forever. Among them there will be some men who do not know the meaning of defeat, who get up just as often as they are put down and probably once oftener.

Then there are salesmen who come into your territory green and inexperienced and you laugh at the idea of their getting trade away from an old, experienced man like yourself. You have been years in the business, You know the goods from A to Z and the field from end to end. Your customers are your friends and the new man has neither friends nor customers. How can he expect to compete with you? You don't think it really worth while to consider him a competitor.

Yet, you started in that way yourself, and you succeeded in getting business away from some of the wise old owls who thought they owned the field. Among the inexperienced salesmen coming in to compete with you are some who are going to develop into crackerjack salesmen in a reasonable time, and if you are not alive to their menace, they will take some of your best accounts right from under your nose.

Don't underestimate the importance of any form of competition or of any competitor. Make up your mind that you will let no other fellow slip past you because you are not trying hard enough. Make sure of that by always trying your best.

Never make a competitor angry. Don't allow yourself the satisfaction of making fun of him, condemning him, or in any way unnecessarily irritating him. Most competitors will work hard enough for your trade without being stirred up to extraordinary efforts by being made angry.

You know that if some salesman handling a competing line in your territory should do something to make you angry at him you would work your head off to keep him from getting an order, when otherwise you would have made no unusual efforts.

The best way to operate with regard to a competitor is to lull him into inactivity by making him think he has it all his own way as it stands.

Waste no time or energy damning competitors save by faint praise. All your energy is needed in building up your own line and in increasing the popularity of yourself and your goods. You cannot spare any effort for calling attention to the other fellows.

Some of your competitors are going to do something better than you do it. You may lack ability in just one direction while being a hundred per cent. right in all other directions. Instead of spending your time thinking what a mighty good man you are in 99 ways, give a thought to the fact that you are a failure in the hundredth way. Look around and see in what way some competitor is putting it over you, and then see how you can develop your ability in that direction, making yourself as good as he is.

You can learn something from almost every salesman you meet. whether he is as good as you or not, whether he is a competitor or not. Practically every salesman competing with you can give you a pointer in some direction. Don't think so much about how you could tell the other fellow what to do and how to do as of how he might be able to tell it to you.

When you have a competitor whose success discourages you, bear in mind that some day that man is going to nod. If you keep right after him all the time, you will catch him asleep in time and get ahead of him.

Of course it may be the same with you. You may nod. You may forget to take ordinary precautions to hold the trade of a buyer you think is yours. You might take it easy for a day and wait over a train and you might arrive to find that a competitor you never had feared had come along with something up his sleeve that was new to you. Don't take the chances of letting some fellow go by you while you wait.

When there is a let up in the stiffest competition in your territory, you may feel like letting up in your own efforts because you can get business without trying so hard.

"But, with the morning, cool reflection came"

The "morning after," in an economic sense, is with us, the reaction inevitable after two years of giddy inflation.

There is nothing surprising in the character or extent of this reaction, the shadow of which was cast in the limelight of the Vanity Fair of the past twenty-four months, and plainly discernible to the thinker.

Now this "depression" which is felt is magnified by the fearful and the nervous into a paralyzing and suffocating fog, while it is, in truth, the slight chill of passing clouds after a protracted spell of heat.

Yet there are advertisers who yield to this "gloom," and with hasty decision and short-sighted consideration promptly proceed to cut down or cut out their advertising, to "wait" for "better times," and thereby do the very thing they are anxious to avoid.

The Second Thought—which is proverbially better—the "cool reflection," will show that what they really accomplish is the delay in the passing of the "cloud"—delay in return to "normalcy" in the distribution and sale of goods.

The Globe does not assume the role of prophet, but it does foresee fair conditions ahead if we indulge in more "cool reflection" and less destructive pessimism.

The Globe's advertising columns may be used to influence the members of nearly 90,000 householders into which it is received as a welcomed guest each day.

When you have won this big circle of customers in and about Toronto, you have made a big stride in this rich market. For Globe readers are usually those who set the example for a great part of the communities in which they live.

The "cool reflection" came *in the morning*—when no worry, care or weariness besets the morning newspaper audience as it goes through the Editorials, News *and ADVERTISING.*

The Globe
TORONTO

Member Audit Bureau of Circulations

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.
PORTLAND, ORE., Selling Bldg.

GREAT BRITAIN—T. R. Clougher,
Royal Colonial Chambers,
17 Craven St., London, W. C.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

Predominating Medium in Canada's Greatest Market-Place

Well, do as you like about it, but it seems to me that when competition lets up, then is the time for you to make your own position so solid that renewed competition, when it comes—and it will come—cannot undermine you.

As a matter of fact, there is only one time to let up on your efforts and that is when you quit for good.

There is one feeling that ought not to be allowed to creep into your mental attitude toward competitors and that is jealousy. It is scarcely human nature not to envy a competitor some remarkable success obtained, perhaps, at your own expense. But you can be broad enough and big enough to accept the successes of others as only their just dues, and turn your thoughts to what you want to do and are going to do, instead of dwelling upon what the other fellow has done.

The trouble with jealousy toward competitors is that you cannot keep that jealousy from showing when you are with customers. They notice your jealousy and that increases their interest in the other fellow. They decide there is some reason for that jealousy.

A petty jealousy if given any encouragement develops into a more serious feeling. A secret jealousy, when it begins to grow, gets its head out from under cover. Just as sure as you let jealousy exist at all, it will in time become public.

Never allow yourself to knock any competitor or his line. It will inevitably create the feeling that you are jealous. Devote yourself to live constructive methods of building your own business and make no effort to tear down that of a competitor.

Real hot competition should have the effect of stimulating you to greater endeavors. If it does not work that way, there must be something lacking in your attitude toward your job.

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THE RETURN OF THE WOOD-CUT

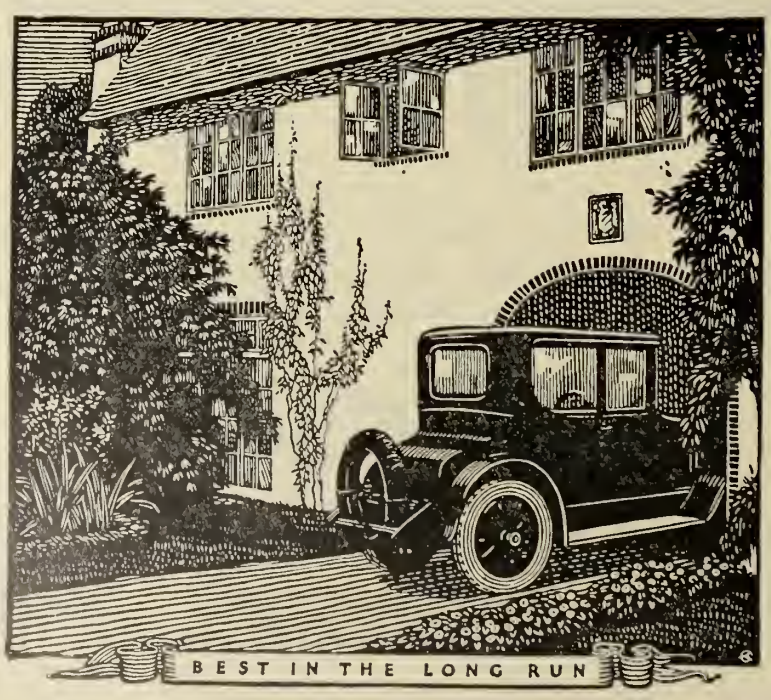
High prices for photo-engravings, and the desire for pictorial individuality, revive interest in wood engraving as medium of illustration.

Written for MARKETING by WILLIAM G. COLGATE

THE recent appearance in the advertising pages of the *Atlantic Monthly* and similar publications of a number of wood engravings is apt to remind us that the art of the wood engraver is a well-nigh lost one, so far as its commercial application is concerned.

Thirty-five or forty years ago, books, newspapers and periodicals were illustrated throughout with wood engravings done by men who were artists as well as engravers. Then the quicker and cheaper processes of zinc etching and halftone engraving came into vogue, and the day of the wood cut was practically over. It was even driven from its last stronghold the machinery catalogue, but never altogether. And it is to the conservatism of long-established concerns who persisted in the use of wood engravings in the face of the temptations offered by the less expensive and newer processes that we owe whatever traces of the ancient art exist to-day. To the same source we are also indebted for the preservation of a craft that threatened at one time to become almost, if not altogether, extinct. And, although to-day there are very few competent wood engravers to be found, there are probably enough available to meet any reasonable demands which might be made upon them.

High prices for zinc etchings and halftones, no less than a desire for pictorial individuality have conspired to revive an interest in wood engraving as medium of illustration. One manager of a Toronto commercial art studio reports so much work on hand that a member of his staff—an old-time wood engraver—is kept busy with tools and blocks filling orders. At present these come principally from mail order firms and manufacturers with catalogues. More lately, however, he has received several inquiries from advertisers and agencies for magazine and newspaper illustrations. One of his most recent bits of work was a very handsome car card for a financial institution. The figure of a beef-eater a vivid splash of red, black and white against a soft greenish-grey background, produced an effect at once strong and brilliant. Another job was a booklet turned out for a prominent Canadian life insurance company and illustrated throughout with wood engravings printed in colors. The work of men capable of



There is an air of quaint simplicity, dignity and elegance about this illustration from a recent advertisement that appeals strongly to the aesthetic sense, and counts tellingly in favor of the advertised product. Note how the effective use of the white wall emphasizes the richness of the solid blacks.

By Appointment Furriers to
His Majesty King George V
Facts on Furs
A talk on SERVICE.
Beyond What You Pay For
WHEN you buy you expect to receive not only merchandise of quality, but also SERVICE. We offer you, in addition to Canada's finest stock of Furs, raw and manufactured, a service which is unique.
85 years' experience in Furs —
Our own buyers purchasing raw furs direct from trappers —
A black and silver fox ranch near Quebec —
A staff of the most experienced fur designers in America —
Four modern fur factories —
The advantage of this unusual organization behind our retail establishment is the SERVICE we offer Beyond What You Pay For.
We will appreciate an opportunity to SERVE you.
Write to-day to your nearest store for your copy of our new Style Book of Furs
Holt, Renfrew & Co. Limited
MONTREAL
QUEBEC TORONTO
WINNIPEG

Proofsheet No. 16

Reduced from large size

They Got Facts on the *Free Press* to Help Them Disseminate "Facts on Furs"

The Free Press is the leading newspaper in London.

It is the exclusive medium of more national advertisers than any other publication in London.

It leads in circulation.

It goes into the majority of Western Ontario's prosperous homes.

For more than seventy years it has retained leadership.

Holt, Renfrew & Company, Limited, are just one more of many national advertisers who have chosen the Free Pree as their exclusive medium in London to reach the residents of this city and Western Ontario.

The London Free Press

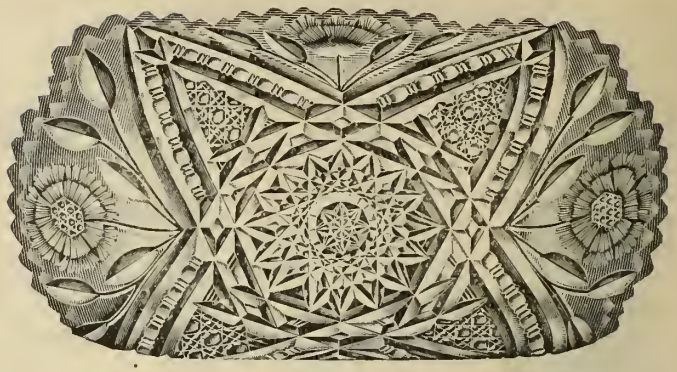
WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL	E. L. McArthur	224 St. James St.
TORONTO	E. J. Guy,	Room 302, Royal Bank Building
CHICAGO	C. W. Wallis	1243 First Nat. Bank Building
NEW YORK	D. J. Randall	341 Fifth Ave.
GREAT BRITAIN	Robt. Houston	1 Arundel St., W.C. 2, London

HALFTONE

Compare with Wood-Engraving of same subject. Which looks more like glass? And the wood cut can be printed just as well on cheap paper.



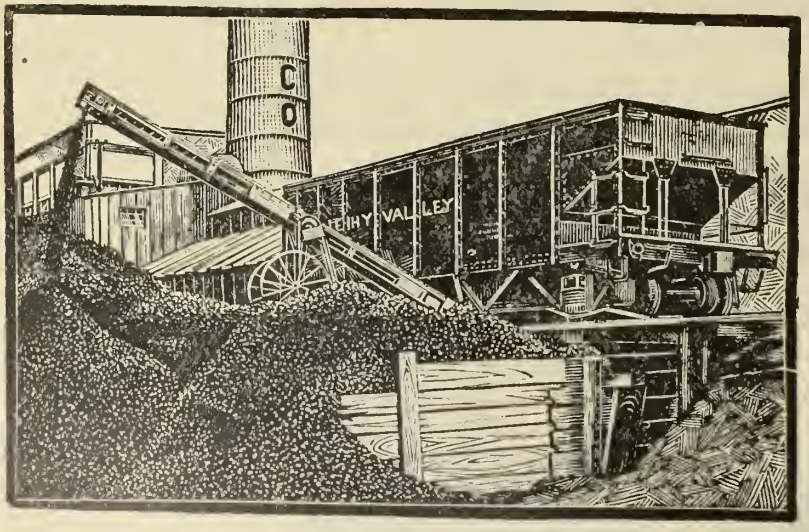
WOODCUT

A method of illustrating that shows clearness of detail possible by Wood-Engraving

such things as this is especially well adapted to advertisement illustration, and it would, one may safely assume, cost no more, if as much, as a sketch or painting by a clever artist or designer. In fact, one engraver quoted figures to an agency man to prove that wood engraving in some cases could be had at least a couple of dollars cheaper that minimum-priced zinc etchings under the new scale.

At present there is noticeable a growing disposition by artists to make use of wood engraving as an original means of expression, rather than as imitative reproduction of rendered with a brush. The effect is exceedingly rich and brilliant, and shows a variety in texture which is absolutely unobtainable by the halftone process. Add to this a wonderful modulation of line, at one time bold and vibrating with light and then melting into the most exquisitely tender textures of flesh, hair and draperies, as in the work of Timothy Cole, and you glimpse the resources of the wood block in the hands of the engraver, skilled, intelligent, sympathetic.

But if we have few Coles, we may console ourselves, as a noted art director points out, with the increased



The coal pictured here is real coal, so real that one almost feels that he could pick it up and handle it. Overdrawn? Perhaps. But look at it again.

the work of other men. These men, painters and illustrators by profession, use the graver with the same artistic freedom with which they would take up the etching needle or the pen or pencil point—the usual resources of the painter when he wishes to discard the brush for a black-and-white medium. The peculiar charm of the wood engraving subsists in the beauty of the line which is particularly flexible and partakes of the same freedom as if number of men who are devoting themselves to the new phase of self-expression in wood engraving. To them we may look for a new and vigorous note giving life and variety to both book and periodical illustrating which suffers at present from the rather too flat and monotonous grey of the halftone. As suggestive of striking effects attainable in advertising with wood engravings, the specimens on these pages are well worthy of close study. These present, in so far as limitations of space will permit, an assortment of subjects, sufficiently diversified in character and treatment, as to reveal in a very convincing way some of the interesting possibilities which wood engraving holds out to ordinary commercial work.

Imrie Goes With Southams

Reports that John M. Imrie, who left the Canadian Daily Newspapers Association several months ago to take over the *Hamilton Times*, was to join the Southam newspapers have been confirmed in an announcement from Ottawa.

The Southam interests control daily newspapers in Ottawa, Hamilton, Winnipeg, Calgary and Edmonton, and printing plants in Toronto and Montreal, and Mr. Imrie's work will, it is announced, be of an advisory and executive character in connection with the various companies.

For several months he will be associated chiefly with the *Hamilton Spectator*.

Prepare For Auto Shows

Motor-car manufacturers and their advertising departments are busily preparing for the three automobile shows soon to be held in Montreal, Toronto and London. Special copy is being prepared for the local papers during the exhibition days, as well as seasonable copy for some of the national magazines.

The outlook is decidedly more encouraging, probably due to the great success of the New York Automobile Show which has just closed. Canadian automobile men look forward with keenest interest to the forthcoming shows in Canada as likely to give a more definite idea of probable selling conditions in Canada during 1921—and for that reason are leaving nothing undone that will contribute to their success.

Adjusting the Adverse Trade Balance

Thoughtful readers of "Marketing" will have digested the optimistic annual reports of our leading banks appearing in the Daily Press recently.

It has been shown that despite an adverse balance in trade during the past year of fifty million dollars, the position of Canada is fundamentally sound.

Canadian manufacturers are urged to produce goods of a quality and at a price that will compete with imported lines, and by increasing the local sale of these Canadian commodities to reduce foreign indebtedness.

That a buying slump on the part of the general public has taken place is recognized. **The remedy lies in the greater and more forceful publicity of worthy merchandise.**

In Ottawa the two great Dailies, the

Ottawa Citizen *and* Ottawa Journal

will convey to the greatest number in the most telling manner the virtues and uses of the products of Canadian factories.

Together they completely cover the Ottawa Field, and wield an influence that must help to restore all-round buying to its normal level.

Dailies from outside points are in no sense competitors—the Ottawa Newspapers are all sufficient to tell your story to the 150,000 citizens of the Capital and its immediate vicinity.

Advertising at the moment in the Ottawa Daily Press has exceptional possibilities.

Make generous provisions in your 1921 schedules.

Ottawa Daily Newspapers

The Morning Citizen
The Evening Citizen

The Morning Journal
The Evening Journal

ARE THERE TOO MANY SALESMEN?

Former retail merchant thinks that there's unnecessary duplication of salesmen calling on retailers—that much might be saved by greater reliance on mails and other mediums for keeping in touch with merchants. Would this really lower selling costs?

Written for MARKETING by HARTWELL W. BUCHANAN

I AM not prejudiced. For nearly twelve years I had as warm a welcome for the drummer as the average hardware merchant had. In fact I think my welcome was warmer than many that they received, and, goodness knows, the boys need it, particularly in that far-flung Western Canada to which I felt I had 'forever and ever and even a day' attached myself.

But I can now be frank and say what I then thought, and which I had the temerity to express to one or two of those fine fellows—"there are too many of you."

It was this way. I was manager for the hardware department of a mid-Alberta general store, and a good department we had—the best one in the store. The boss insisted that, as I was the manager, I should be the entire master of buying and selling. Asking him to make a ruling as to where, and from whom we should purchase our heavy and shelf hardware, he absolutely refused to interfere. He placed the onus on me and then I made up my mind that, if he wanted to do this, I should "take the bull by the horns" and reduce the number of purchase accounts, if possible, to one. And so, on the occasion of the next visit of that representative from whom I had bought least, but of whom, because of his personality, I simply had to buy some goods, I told him plainly what was on my mind—that someone had to go without these orders, and that I would have to make him one of the two victims. It was a hard thing to say, mind you, but a start had to be made, and the best way to face an unpleasant duty is to face it.

"Well, that is pretty tough. We have only been getting a little piece of your business, it is true, but I am glad to have that. We always hope that this will grow, and we are willing to take what you can give us in the meantime."

"But," I continued, "you must agree with me that we cannot split our account up as we have been doing; it is of little value to you and it is too much spread for us. We shall have to make a decision and stick to it. You have been attentive, and, personally, the relations have been such that I would like to continue them, but the decision must be final."

And so this frank, heart to heart talk produced one result—it reduced the number of travelling representatives for "regular" hardware so that we had only two accounts.

Now, the point I wish to make is that there was a tremendous waste of vital force, a waste of real money, and a consequent addition to the cost of my hardware, somewhere. For, as long as I purchased from four, three, or even from two opposition firms I was paying a proportionate share of their "overhead." Ordinarily, each of them would spend from half a day to one day in our town. They would get, it might be, a very meagre amount of business from our opposition, and, with few trains, and with considerable distances between towns, the hotel and travel bill of each salesman must needs have been heavy; particularly so when considered relatively, with the total of the business carried away. I contend that the continued visits of each of those drummers would add anywhere from one to two, or perhaps three percent. to the cost of my hardware bought from them.

I hear someone say—"you are theorizing, old man, we have to cover the ground anyway—there are other accounts on the line that are bigger than yours—that are really worth while, and we are working your town in between trains, etc." But I am sure that, allowing this argument to pass unchallenged—that of the big order in the nearby town, it were better for the salesman to go on to his next good account and leave my town for the salesman from whom I am buying. Better, I affirm, that he proceed on his way and make the most of his time, for his expense sheet is fast mounting as he strolls around and awaits a few "pick-ups" from me.

We are considering a bald problem—let us face it openly and frankly.

I believe that there must be a link—links, rather, between the manufacturer or the jobber, and the retailer. These ought to be strong. They must be strong. How can they best be created, then developed, then forged, and with the least cost to all concerned—and eventually to the poor consumer, who, alas, has been the great sufferer under the bugbear of high costs, and which seem to have no ending? Truly, such is the timeliest of timely questions.

I would be one of the last to say, unqualifiedly—"eliminate the travelling salesmen," for he serves to-day, one of the most important needs of commercial life. His enthusiasm he brings with him to the little storekeeper away out on the prairie. He it is, who, coming into contact with life on so varied a scale as to make of himself a veritable walking encyclopaedia of news, views, and facts that are valuable to the isolated storekeeper, can be a real rejuvenating force wherever he goes. O, it's great to be a salesman—salesmen—real salesmen are kings, truly they are. But there is something to consider, right here.

Itineraries are made out, very often, by the "house." In so doing, John Smith let us say, is scheduled to call on me twice a month, or once in three weeks. He comes. Business seasons change and I have not been able to secure any but a meagre turnover since he came before. It may be there has been a seeding season, harvesting, fall plowing on such a scale as to reduce sales to a small compass for several weeks. But, even though this is not the case, Smith has called on me before the Want Book has received a page full of pressing requirements. Glad enough to see him, personally, I should like to wish him on his honeymoon or on holidays, or elsewhere, as far as seeking an order is concerned.

My contention is this, and when I outline it I am speaking of actual experience, for I have followed this plan consistently, repeatedly, and in so doing I may have done just what many others have done. I used the mails, I used them daily, twice daily if the need arose and there was a mail to carry my order. I contend that, if one's stock is to be maintained in a way that will inspire and maintain the confidence of the consumer, it must be kept right down to date, and the stock must be in hand when wanted. Therefore I used the mails. A sheet from the Want Book and a three cent stamp carries the order to the jobber. He gets it the same day,

SELLING ADVERTISING
IS
SELLING SERVICE

The value of this service depends almost entirely upon the reputation of the advertising medium used and the quality of its circulation, all of which is best proven by the promptness in which subscribers renew their subscriptions from year to year and their willingness to pay the full subscription price.

Never before in our history have our subscribers come back so promptly or in such large numbers as they are doing this present season, paying the full subscription price in advance.

This expression of goodwill and confidence on the part of our readers in the business management and editorial policy of The Farmer's Advocate and Home Magazine must work out most effectually to the advantage of our advertisers.

The Farmer's Advocate and Home Magazine

The Farm Family Paper for Fifty-Five Years

is in a position to render you the very kind of service you are looking for.

Ask the auditor of the Audit Bureau of Circulations what he knows about us. Any recognized advertising agency will give you full information, or write us direct.

THE WILLIAM WELD COMPANY, LIMITED
Member A.B.C. Since Start
London, Canada
Publishers

1866 *1921*

THE FARMER'S ADVOCATE AND HOME MAGAZINE
PERSEVERE AND SUCCEED
FOUNDED 1866

"The Paper With a Punch"

or the next, or the day after that. If he is treating me as I have a right to expect he has shipped that to me the day my order reached him. And if he did (I will know by the shipping receipt) I shall be happy, and I shall also remain loyal to him. And that order has not, or should not bear a cent of traveller's expense to me.

"Well," queries someone again, "that is foolish argument; the salesman has to be paid and even if he did not get the order, a percentage of his average annual expense must be added to the cost of the goods." But, with the mail so handy, the "house" should be able to use John Smith—my esteemed John—right in the house to good advantage, if the "house" is on to its job. I read my hardware paper, and I get mighty good news between its covers. The special articles I find to be of timely interest. Some of them just tell me what I have wanted to know for long enough. And, take my word for it, I *do* read it every week. I have no patience with the merchant who says he has no time to read a good trade paper. To use plain English, that man is no merchant, but rather a fool. If he is to keep abreast of his business, I say he must be well informed.

And what I meant to emphasize sooner was that I read the advertisements—the messages of the manufacturers and the jobbers. Frequently I read them first. And if John Smith's house—my house—has a regular advertisement there I invariably find it the first thing to learn what's new. And there, indeed, I come to the point I wish to make, that I look there for some real information—a breezy letter if you will, that tells me what's new down at my wholesale, or what the "house" has that is new and that might sell if I knew more about it so that I could tell my customers—for I advertise twice a week in our town paper. In fact I have often picked that trade paper of mine up, hoping that I might read a message from "John" just as John would tell it me were he here. By the way, there's a good suggestion for the Sales Manager—to get John to write a message once in a while that I will get in the regular space taken in my trade paper by the "house." And the other boys on other territory might do the same thing, alternately.

Then, again, "John" might spend more time in the house seeing that I get service. Why, it's cruel the way some of those shipments come to me. Crates are off stove pipes, jacketted heaters are bruised, tags are of the cheapest order, castings are broken—all because there has been so little care in the packing. And I am sure there are some goods there that I could sell if I only once saw them. John—my esteemed John—knows what I need—knows what I can sell. If he were in the warehouse more of his time I'm sure he would see that I was supplied with these new things. But the best of it all would be that a big chunk of "overhead" would be cut off. For I'm sure—dead sure—that there are others who read their trade paper as I do, and look for just

VOLUME ADVERTISING CANADIAN MAGAZINES, for 12 MONTHS, 1919-1920

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies.		Foods, Confections, and Beverages.		Household Supplies.		Household Equipment		Music and Instruments.	
			1919	1920	1919	1920	1919	1920	1919	1920	1919	1920
Maclean's Magazine	23	700	61,616	100,003	52,882	75,986	16,011	31,824	48,893	74,704	19,361	26,551
Canadian Home Journal	12	800	22,448	20,380	62,071	65,517	19,344	24,826	21,901	26,239	16,946	20,425
Everywoman's World	12	800	21,950	13,247	49,403	49,444	18,801	20,549	21,400	29,400	17,318	18,670
Western Home Monthly	12	720	16,556	14,647	46,915	48,780	4,805	10,405	10,972	15,792	21,872	35,853
Canadian Magazine	12	224	*11,452	15,501	*24,190	29,788	*3,437	5,557	*12,481	13,878	4,276	5,152
World Wide	53	636	8,618	14,190	4,874	8,504	238	——	1,807	1,564	504	1,272

*Only last nine months 1919 checked.

VOLUME ADVERTISING CANADIAN FARM PAPERS, for 12 MONTHS 1919-1920

(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING).

Publication	No. of Issues.	Autos, Tractors, Accessories, Supplies.		Dairy Equipment and Supplies.		Farm Implements and Machinery.		Farm Equipment.		Seeds and Supplies.		Household and Personal Supplies.		Stock Foods and Remedies.	
		1919	1920	1919	1920	1919	1920	1919	1920	1919	1920	1919	1920	1919	1920
Grain Growers Guide	52	165,853	125,002	20,098	23,619	87,140	76,016	102,780	106,827	38,442	24,003	122,916	192,023	16,279	16,253
Nor'West Farmer	24	146,237	131,794	16,656	23,740	65,965	59,888	78,235	82,528	25,785	20,445	160,060	147,204	13,722	14,600
Farmers Advocate (Winnipeg)	52	122,136	97,829	20,635	22,319	73,196	63,641	74,121	85,516	29,819	25,510	175,459	159,054	19,039	21,616
Farmers Advocate (London)	53	126,035	96,990	26,872	36,424	63,481	63,837	131,833	135,781	40,694	33,135	115,397	128,694	37,710	36,147
Canadian Countryman	52	94,390	100,903	18,617	29,718	42,588	49,262	91,331	106,042	31,035	34,908	106,068	135,206	21,349	22,881
Farm & Ranch Review	24	89,869	83,418	16,537	18,918	43,125	37,725	50,628	63,010	19,034	12,143	110,115	109,479	12,025	15,520
Farmers Magazine	24	98,830	95,247	14,938	14,386	38,745	43,882	67,751	80,373	14,947	14,749	100,802	107,025	11,926	12,686
Canadian Farmer	94	56,201	40,055	16,121	18,852	19,999	26,588	43,717	55,844	15,268	9,802	92,002	96,296	17,845	15,278
Farm & Dairy	52	48,513	40,344	28,513	35,284	33,755	34,963	64,611	37,922	18,615	12,689	36,063	43,299	19,849	21,526
Maritime Farmer	24	34,336	35,214	16,234	14,939	26,512	25,569	48,498	49,314	23,004	9,780	71,145	68,555	24,571	16,711
Family Herald & Weekly Star (Eastern)	52	97,153	105,720	18,211	34,039	62,871	65,129	73,889	111,459	31,094	34,031	305,086	287,873	40,960	37,055
Ottawa Farm Journal	85	103,311	90,439	22,194	25,651	33,813	47,212	99,813	97,238	33,810	24,083	216,026	205,600	35,039	29,514
Farmer's Sun	101	——	56,329	——	25,135	——	50,826	——	78,652	——	35,618	——	81,764	——	30,425
Farm & Home	53	——	67,347	——	14,887	——	38,837	——	75,647	——	47,724	——	108,551	——	38,963
Free Press & Prairie Farmer	52	30,402	49,424	1,289	5,221	18,693	21,075	24,803	47,517	9,554	10,840	94,446	104,956	5,369	8,617
Montreal Weekly Witness	52	6,932	17,106	2,514	5,459	16,385	17,820	8,252	26,246	4,560	4,126	37,202	32,632	6,255	6,949

the same helpful advice or news about goods. And then, in this way, this message would be of very moderate cost—I think it would be very little when divided up amongst us all.

Once in a while I'd like to get a real personal letter from "John." It would certainly help some. And a few times a year I'd like to see him, real well. Perhaps I could —if I knew beforehand a while— have a nice order for him when he came. But, in the meantime, if the "house" would keep me informed as I have outlined, I would wager that they could lop off a good round sum from my invoices. I'd be just as loyal to them; I'd tell my customers how I saved money on buying, and getting their good-will, I would soon have such an increase in turnover that I could, in turn, effect an appreciable saving in the cost of my many lines to my customers—the ultimate consumer, and the greatly aggrieved one under present conditions.

A reliable one-line trade paper brings me a vast fund of informative material that, if properly collected, indexed, and boiled down serves my requirements admirably. If published by a reliable firm—and there are many of them—it is unbiased. Its pages contain price information which, in my case, I have found reliable, usually accurate. This affords me a guide to my buying.

On the other hand, the house organ is inclined to be one-sided. True, it has an occasional article of real merit, unbiased and very helpful. But it has not, nor can it contain the vast fund of helpful information that is provided, just for me and other merchants in my line of business, in my trade paper. The message of the jobber or the manufacturer, if used in each issue of that paper, and if prepared in that same conversational manner as "John" uses when he comes to see me, will make a link between the house and myself that will continue. It will serve to save me what would, in the course of twelve months, total a considerable sum. Yes, it would surely be equal to —probably would double—my yearly cash discount on purchases. And the saving would work double. My jobber would cut his "overhead"; I'd reduce my selling prices.

To recapitulate: You must first sell the retailer—then you must keep him sold. First make his personal acquaintance. Go again, soon, and renew this. Get in solid. Then, never, never I say, permit your interest in him to lag. But show him that you value him as a customer, that he can bank on you to be fair and honest in your charges. Never permit yourself to take an advantage. Send him a "peptomist" message, yes, send one often. Show him that your interest is genuine by speeding his orders along without delays. Assure him that he is getting the saving of fewer salesmen's calls, and go the limit by proving this to him from time to time. Multiply this experience by 100 or 1000 customers like him, and figure for yourself, that you have shaved your selling costs appreciably within the year.

VOLUME ADVERTISING CANADIAN MAGAZINES, for 12 MONTHS, 1919-1920

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	Toilet Specialties.		Wearing Apparel.		Financial, Insurance, Government, etc.		Proprietary Remedies.		Not otherwise Classed.		Total Agate Lines Advertising.	
	1919	1920	1919	1920	1919	1920	1919	1920	1919	1920	1919	1920
Maclean's Magazine	52,432	84,143	30,320	54,479	9,625	12,282	10,600	15,897	132,674	167,891	434,415	643,760
Canadian Home Journal	49,092	63,048	37,301	45,625	5,356	616	10,244	14,295	36,041	45,697	280,744	326,668
Everywoman's World	43,120	61,601	30,263	34,421	3,705	728	22,291	22,339	41,392	55,839	269,643	306,238
Western Home Monthly	11,936	16 720	18,143	33,700	13,794	11,561	25,754	18,587	66,952	71,911	237,699	277,956
Canadian Magazine	*6,104	9,672	*13,016	19,076	*11,146	12,968	*6,311	16,231	*36,899	49,016	*129,312	176,839
World Wide	2,560	1 796	11,361	21,012	20,930	20,123	1,792	1,792	26,211	28,078	78,895	101,331

VOLUME ADVERTISING CANADIAN FARM PAPERS, for 12 MONTHS 1920-1921

(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING

Publications	Banks, Insurance and Government.		Classified		Not Otherwise Classed.		Comparative Totals Cont'l Advertising.		Live Stock Advertising.		Proprietary Remedies.		Total Agate Lines Advertising.	
	1919	1920	1919	1920	1919	1920	1919	1920	1919	1920	1919	1920	1919	1920
Grain Growers Guide	129,322	87,373	51,950	64,429	191,124	164,049	925,904	879,494	80,252	65,831	1,744	5,940	1,008,000	951,265
Nor'West Farmer	50,458	42,434	18,103	23,424	116,453	112,846	691,674	658,903	65,051	65,158	4,138	6,295	760,863	730,356
Farmers Advocate (Winnipeg)	54,073	39,508	9,766	9,688	138,252	130,305	716,496	654,986	55,061	56,525	906	4,028	772,463	715,539
Farmers Advocate (London))	55,007	36,041	5,796	6,115	66,054	76,028	668,879	649,192	133,033	145,846	722	1,693	802,634	798,731
Canadian Countryman	60,071	25,697	2,555	902	79,075	81,739	547,079	587,258	38,356	50,181	1,393	3,812	586,828	641,251
Farm & Ranch Review	40,354	31,039	6,440	6,200	95,208	89,648	483,335	467,100	65,705	36,689	3,292	7,952	552,333	511,741
Farmers Magazine	26,450	14,093	1,527	1,186	43,135	42,560	419,051	426,178	6,276	44,039	3,546	2,042	428,873	472,259
Canadian Farmer	38,046	13,683	2,936	2,871	75,947	93,699	378,082	372,968	40,998	53,510	8,363	24,569	427,443	451,047
Farm & Dairy	47,299	27,576	5,640	5,215	57,426	49,011	360,284	327,829	88,300	93,888	224	2,104	448,886	423,821
Maritime Farmer	19,539	11,077	2,760	1,251	33,009	35,033	299,608	267,443	23,438	19,875	16,908	16,404	339,954	303,722
Family Herald & Weekly Star (Eastern)	51,045	39,338	92,542	82,748	190,953	198,973	963,804	995,365	1,792	3,296	60,984	56,984	1,026,580	1,055,645
Ottawa Farm Journal	33,726	15,091	102,881	121,832	226,793	193,763	907,406	850,423	47,583	35,032	71,305	62,949	1,026,294	948,404
Farmer's Sun	——	59,252	——	25,907	——	314,621	——	758,529	——	38,571	——	18,118	——	815,218
Farm & Home	——	23,968	——	39,805	——	216,957	——	672,686	——	13,242	——	16,028	——	701,956
Free Press Prairie Farmer	34,364	17,740	49,527	46,829	131,218	108,734	399,662	420,953	6,022	5,685	73,159	96,771	480,843	523,409
Montreal Weekly Witness	16,183	3,995	53,491	38,838	20,297	38,002	172,071	191,183	951	378	30,132	49,331	203,154	240,982

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 3 FEBRUARY 1st, 1921

It's Different

The head of an advertising agency was endeavoring to convince a bond dealer of the advantages of advertising.

He cited the experience of numerous firms with whom advertising was an established policy. A fixed percentage of sales was appropriated each year for advertising to insure the maintenance and expansion of their business. It had been established beyond question, in hundreds of instances, that two or three per cent. sometimes more, regularly invested in advertising, actually tended to keep down the average selling cost.

Advertising was particularly valuable, it was argued, in promoting business of the nature of insurance and investments, including the bond business—because the public's readiness to invest was so largely a matter of confidence—and advertising of the right kind was the greatest little builder of confidence and good-will yet discovered.

The bond dealer was impressed with the logic of the argument, the more so because it was not mere theory, but had been demonstrated repeatedly under a wide range of business conditions. He inquired as to the agency's function in advertising procedure, and as it was explained he was interested in noting its similarity to his own business.

Whereas he sought to expand the market for bonds, finding or creating an increasing number of investors, the advertising agent sought to expand the market for advertising space, striving to interest more and more new "investors." Where he sought to maintain and increase confidence in his class of investments, the advertising agent was likewise concerned in maintaining and creating greater confidence in advertising as an investment. Where he sought to protect the interests of his clients, recommending purchases which would prove both safe and profitable, best meeting each client's requirements, the advertising agent's business was to know and advise as to the particular advertising investments which would prove most profitable in each case. He advised, made up estimates, relieved his clients of all details, and worked on commission, just as did the advertising agent.

Then it naturally occurred to him that if advertising would prove so valuable in the bond business, why was it not more generally and more generously employed in the advertising agent's business, which was essentially so similar?

The advertising agent who believed so thoroughly in the value of advertising, and earnestly sought to transmit this confidence to others, should, it seemed, be a consistent advertiser, if for no better reason than to convince his prospective clients that he knew what he was talking about.

Since advertising established confidence in the firm and in the investments offered by a bond dealer, why did it not logically follow that it could establish confidence in the firm and investments recommended by advertising agents?

And this thought upset all the logic of the arguments which had seemed so convincing. He could not reconcile precept and practice. He could not understand why the advertising agent's business was "different."

Did he not hit on one reason why confidence in advertising is not more general? Why is it that so many who advocate advertising are not enthusiastic users of it?

* * *

Territorial Production

To get the most out of a given territory, and to get that business in the most scientific and successful manner, is a problem that always looms big to a salesmanager.

If there is one thought more recurrent than all the rest, it is the thought "how can the territories be made more productive."

One cannot afford to let up a minute. If we do, then we drift backward because the current of competition is always against us.

The salesman must be in perfect harmony with the house organization or else he cannot respond to the heart beat of progress in a manner that will spell success. The salesman is the salesmanager of his territory, and this question of territorial production should be as vital to him as it is to the house organization.

Constant study of the territory is essential, systematic working of the trade imperative and the continual cultivation of prospective accounts absolutely necessary to increase sales.

Haphazard work is never consistently productive. The man who wins his game of golf with the fewest strokes is the man who studies each stroke carefully and plays each one to win.

It's the care and preparation put into our work that counts. We must set a high standard and then put forth every ounce of energy to win.

We cannot have any divided devotion; our whole heart and soul must be wrapped up in our work. It must be part and parcel of our very existence. We must get our pleasure from it and keep everlastingly at it if we can hope to be continuously successful.—*Bentley P. Neff.*

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

When Advertising Helps the Salesman

Almost any salesman who has sold both a nationally advertised line and one that is not so extensively pushed will admit that it is much easier to get an interview with the prospect when representing a house that advertises extensively, than one that doesn't and so is not so well known to the trade.

The salesman of the unknown firm must take up valuable time telling the prospect all about his house, who they are and what they do. The firm that has made itself known through advertising finds that its salesmen have no need to waste time introducing the firm they represent.

How advertising helps salesmen is shown in a letter from Robbins & Myers Company of Springfield, Ohio, quoted in Printers' Ink: "There was a time when our salesmen complained of the fact that they had to tell their customers all about the company they represented and that it was hard to sell some prospects because they did not know us. Our advertising, however, has corrected this condition and our salesmen inform us that it hardly ever occurs now that they have to spend any time telling the propects who the Robbins and Myers Company are."

Although hundreds of concerns have learned from experience that advertising helps the sales force, just as Robbins & Myers did, there are still many organizations who regard advertising as "too expensive" unless direct results can be traced. It often happens that results can be checked up only in an indefinite way by the general increase in sales and too often advertising is not given its share of the credit for getting this increase.

* * *

Dead Wood in the Mailing List

Do you make as much use of the "return postage guaranteed" privilege as you might?

The head of a large mail order house in Winnipeg claims that from contact with others in the same line he firmly believes that if more advantage was taken of this privilege the efficiency of mailing lists in general would be increased very appreciably.

When a mass of direct mail literature is sent out is it possible to tell how much of it is lost by not reaching the persons it is sent to? Of course mailing lists are checked frequently in large concerns, but many smaller houses have but little systematic examining of their lists. They go over them from the phone books, directories, or some other standard reference works or perhaps their salesmen send in reports on who is in business and who isn't. The man with a fairly large mailing list dealing with the consumer direct will find that these methods are not the most effective while taking up much time.

"We send out every six months or so a letter to everybody on our lists with a return postage 'guaranteed,' stamp on it," says the Winnipeg, man. "From the returned letters we are able to throw away the 'dead' cards from our lists."

"If other concerns would try this once or twice a year, they would soon find that their lists were nearer 100% efficient. A mailing list that is cluttered up with a lot of addresses of people who have moved is only an expense. Get rid of them quick! Remember every 'dead' card on the list just lowers the percentage of returns on the letter sent out."

* * *

Making the Reader Read It

A large automobile manufacturer found it difficult to instil into his dealers knowledge of the best way to sell his car. The manufacturer appreciated that if a dealer didn't make money in the automobile business he would soon switch and knew that careless business methods cost his dealers a very fair sum every year. Personal calls from home office men failed to make much change. Finally the manufacturer's advertising manager hit upon an idea that proved very effective.

A series of booklets following the main idea used by George Horace Lorimer in his "Letters from a Self-made Merchant to His Son" were prepared. The title was altered to read "Letters from a————Dealer to his Son" and contained advise from the veteran to the boy he hoped to see blossom into star dealer. The plan worked well and an improvement in sales was noticed while many dealers reported that the problems discussed in a simple unaffected way, were frequently the ones bothering them most.

This scheme was worked some years ago. Since then many smaller concerns have used similar ideas with great success among their salesmen. Written in the vernacular they usually get read where a matter-of-fact letter of instruction would be merely glanced through.

* * *

Getting Rid of the Talkative Salesman

One of the executives of a fair sized departmental store in a western city found himself wasting a lot of unnecessary time talking to salesmen. Being a keen and decisive individual he can quickly decide what he wants and also what he doesn't want. Rather than risk missing something worth while he sees all salesmen. The problem with him was how to get rid of the man whose proposition didn't interest him. The average business man will appreciate how much time is wasted in politely getting a persistent caller out of his office. This man's method is effective. On his desk are always two note books, one red and the other black. His stenographer sits at the desk next to his. When a caller who doesn't interest him fails to move easily the manager places the red bound book on top of the black one—a signal for his stenographer to inform him that Mr."—— would like to see you in his office at once, please." This usually makes the talkative visitor leave, as no wise salesman cares to antagonize a prospect by detaining him when he has a call from his chief.

* * *

Saving the Catalog's Life

The problem of keeping the catalog out of the waste basket is one that every concern is trying to solve. A dealer receives a large number of catalogs in the course of a year. He cannot save them all. Only the ones of most value to him will be kept out of the waste basket.

A specialty concern making a wide variety of lines believes it has solved this problem. Its catalogs contain ideas for window and counter displays. These are illustrated, occasionally in color, but usually black and white. Stunts for selling the lines are described. None of the ideas put forth in the catalog apply solely to its lines. They all hook up with other merchandise the dealer will likely handle and aid him to sell his other stock as well.

Suggestions for arranging his store, managing his staff and other useful information is found scattered between the descriptions of the articles listed in the catalog. Most dealers would hesitate to throw away such a catalog.

* * *

Eliminating the "Rush"

A mail order house that frequently sends out circulars advertising special prices in certain lines of goods, found that when the replies came in a wave of activity would sweep through the organization, upsetting the routine of each department in its course.

To overcome this a squad of clerks was organized under the direct control of the office manager. When the mail is heaviest this special squad goes into the offices and assists in opening the letters. When the peak of the work in receiving orders is reached the squad moves to the stock room to prevent filling the orders jamming up, then to the shipping room to assist the regular shippers.

As the rush orders usually come in during a period of three or four days this scheme works out very well and does away to a very great extent with the confusion which usually accompanies a "rush time." The squad men are trained for their work by serving in each department for a short time.

* * *

Eastern Canada's Farm Paper

The Maritime Farmer is a practical farm journal. It is the only farm journal in Eastern Canada devoted exclusively to practical farm topics.

For more than twenty-five years it has been the Maritime farmer's helper and friend. It distributed among the farmers of the Maritime Provinces in 1921 over half a million dollars worth of goods for its advertisers.

Use it to build business in the Maritimes

The Maritime Farmer

Published Fortnightly at

Sussex, New Brunswick

Education in Commerce

A FRENCH section of the Montreal Publicity Association was inaugurated on January 19, with the election of J. A. Laporte, of Laporte, Martin & Cie., Ltee., wholesale grocers, Montreal, as its president. The association has so far been run on English-speaking lines, though it has a number of French-Canadian members, but henceforth about once a month their weekly luncheon will be presided over by their French president, and the proceedings will be given in French. This will be of much service in tightening the bonds between the two races.

Mr. Laporte at the luncheon on January 19 expressed the pleasure it gave him to be president at the first of these French-speaking events, and said that all realised the benefit of meeting in this way for fun, song and conversation, and to develop esprit de corps and the friendship so essential for them to understand and help each other. The association had been founded to this end by their English confreres, and to discuss problems of commerce, industry, finance and political economy so necessary to their career, and for the complete attainment of their aspirations.

A fundamental principle of the association was to recruit as members both Canadian-English and Canadian-French, and its establishment was shown in their Board of Directors, which included seven Canadian Frenchmen, of whom there were also about a hundred members. Was it not necessary and quite proper to grant their French members and their friends the advantages enjoyed by their English members? The latter had understood and enthusiastically received the idea of a monthly reunion, entirely French.

Mr. Laporte then introduced the speaker of the day, Henri Laureys, director of the Ecole des Hautes Etudes Commerciales. Now, more than ever, he said it was necessary, to be informed clearly and with directness, if they were to be prepared to face the grave problems of the adjustment period. The association acted as a sort of medium of exchange of their ideas—there was give and take. It was an excellent school for public discussion, since each member had the privileges of giving his ideas and discussing those of others.

"The Montreal Publicity Association today enjoys considerable prestige," said Mr. Laporte, "amongst the public bodies of the city." The aim of the association was to interest business men in commercial problems and give them an opportunity of hearing them pronounced, discussing them and drawing from them every possible benefit. He hoped that members would give the association their support.

Mr. Laureys then gave a most interesting address on "A Factor of our Expansion," the building up of a modern business man, the man of big business. Though many were already convinced of the value of higher commercial education, not all believed in it yet. As business men they were particularly interested in the formation of a high-class commercial personnel, of a kind able to give them the greatest return. They would be glad to hear that the Ecole des Hautes Etudes Commerciales gave their students such needed instruction. He then discussed generally what has been written on this wide subject, and mentioned incidentally qualities without which no learning will make a successful business man —energy, spirit of decision, an always active initiative. In Latin countries especially there were still people who thought that, if their sons could not qualify for a profession, no further training was necessary for them to become business men. Amongst Anglo-Saxons that was quite different, and from a social point of view the business man had for long been the equal of the lawyer or other professional man. E. W. Beatty, president of the Canadian Pacific Railway, had said that the highest positions of commerce and industry should belong to those with university degrees. Edouard Montpetit had said that too much attention was being given to the practice and not enough to the theory.

The speaker then told of what was being done in Belgium, France, Germany, the United States, England and Japan, all of which had high school courses in commerce.

In Canada, the school of which he was principal was the first in Canada,

Total Volume Advertising Year 1920 in Representative Canadian Dailies

	Foreign Display	Local Display	Classified	Total Lines
Calgary Herald	2,551,532	6,416,372	2,645,796	11,614,700
Edmonton Journal	2,590,728	5,796,868	2,485,882	10,873,478
Vancouver World	1,346,737	5,532,492	749,238	7,628,467
Winnipeg Free Press	3,580,249	6,658,956	4,952,900	15,192,105
Winnipeg Tribune	2,117,891	7,046,119	1,779,775	10,943,785
St. John Telegraph	2,278,800	2,179,500	209,100	4,667,400
St. John Times-Star	2,272,200	3,429,600	566,400	6,268,200
Brantford Expositor	1,976,128	4,051,502	463,986	6,637,890
Galt Reporter	964,810	2,351,342	205,814	3,521,966
Hamilton Spectator	3,402,998	8,095,280	851,125	12,349,403
London Free Press	2,988,300	3,939,375	919,275	7,846,950
Ottawa Citizen	†2,007,492	5,715,039	1,145,521	8,868,052
Ottawa Journal	2,564,721	5,894,070	486,341	8,945,132
St. Catharines Standard	1,379,020	3,186,190	394,128	4,952,138
Toronto Star	2,464,420	7,675,080	2,404,660	12,544,220
Windsor Border Cities Star	1,996,901	4,331,360	1,276,464	7,604,725
Charlottetown Guardian	1,459,116	976,984	12,000	2,448,100
Montreal Gazette	2,036,391	5,978,844	130,329	8,145,564
Montreal Star	3,559,647	8,770,616	2,845,016	15,175,279
Sherbrooke Record	1,822,139	*2,226,829	.....	4,048,968
Regina Leader	2,515,112	3,862,283	1,902,879	8,280,274
Saskatoon Star	2,249,548	4,173,740	1,514,811	7,938,099

†Refuses all Medical Advertising. *Includes Classified.

New Problems in Tractor Sales

Advertised Tractors

Oil Pull
Advance Rumely Thresher Co.

Canadian
Alberta Foundry Co.

Aultman & Taylor
Aultman & Taylor Machinery Co.

Avery
Avery Co.

Bates Steel Mule
Bates Machine & Tractor Co.

Imperial
Robert Bell Engine & Thresher Co.

Cleveland
Cleveland Tractor Co.

Case
Case, J. I. Threshing Machine Co.

Waterloo Boy
John Deere Plow Co.

Eagle
Eagle Mfg. Co.

All Work
Electric Wheel Co.
Geo. White & Sons

E. B.
Emerson-Brantingham Implement Co.

Fordson
Ford Motor Co. of Canada, Limited

Gilson
Gilson Mfg. Co.

Beaver and Ideal
Goold, Shapely & Muir Co., Limited

Gray
Gray Tractor Co.

Hart-Parr
Hart-Parr Co.

Holt Caterpillar
Holt Mfg. Co.

Huber
Huber Mfg. Co.

International Titan & Mogul
International Harvester Co.

Happy Farmer
La Crosse Tractor Co.

Lauson
Lauson, John Mfg. Co.
Cushman Motor Works of Canada, Ltd.

Macdonald
Macdonald Thresher Co.

Massey-Harris
Massey-Harris Co., Limited

Twin City
Minn. Steel & Machinery Co.

Monarch Neverslip
Monarch Tractors, Limited

Nichols & Shepard Oil Gas
Nichols & Shepard Co.

Plowman
Plowman Tractor Co.

Heider Plow
Rock Island Co.
Waterloo Mfg. Co.

Samson
Samson Tractor Co.

Sawyer-Massey
Sawyer-Massey Co., Limited

Wallis Cub
Wallis Tractor Co.
Sawyer-Massey Co.

TRACTOR prospects for 1921 call for caution and foresight but certainly do not justify pessimism. The reasons for tractor sales are sound. Stronger sales efforts and the highest quality will be required and these combined cannot fail to produce results. Lower produce prices demand lower production costs. Labor-saving machinery on the farm is more than ever a necessity.

Farmers Must Buy

Farmers will be investing, not freely spending, money this year. They cannot stop buying. Caution will be exercised and only well-known quality-proven tractors, such as are advertised in THE NOR'-WEST FARMER will be purchased. This condition is favorable to big sales by the dealer handling a tractor that has won the confidence of the best farmers in his district by wide publicity in Western Canada's oldest and best farm paper.

The Value of Reputation

A dealer's reputation is made by the goods he handles. The easiest way for a dealer to discover the quality and worth of a tractor is to find the volume of advertising that supports its sales and the amount of that advertising that is reaching his customers direct through a well-read farm paper. No poor tractor could be widely advertised for any length of time.

The tractors listed on this page are sold by firms who advertise consistently to THE NOR'-WEST FARMER readers. Leading tractor manufacturers will continue to use big space in 1921, backing up their dealers' efforts throughout the year. Dealers can tie up to these lines with good assurance of tractor sales success.

It pays to keep tab on Advertising in THE NOR'-WEST FARMER. One dollar brings it for one year

The Nor'-West Farmer
The Pioneer Farm Journal of Western Canada

Winnipeg, - - - - - Canada

(This Nor'-West Farmer Dealer Service Advertisement Appeared in January Canadian Farm Implements)

Your 1921 List Should Include

The United Farmers' Guide

to cover the rural communities in the Maritimes.

The Guide has the largest farm paper circulation published in the Maritimes and circulates in Nova Scotia, New Brunswick and Prince Edward Island.

As the official organ of the United Farmers' Associations and being largely owned by its readers, The Guide has an unusually keen reader interest. Advertisers using The Guide "cash in" on this unique relationship between subscribers and the paper, and introduce favorably, the products they sell to the most progressive Maritime farm homes.

See That The Guide is on Your List

The United Farmers' Guide Announces

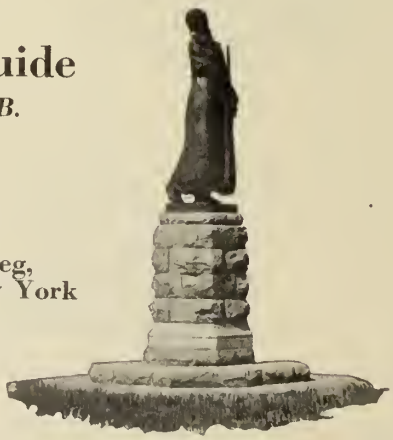
that for February 9th issue, and in the future, instructions, cuts and copy should be sent to

The United Farmers' Guide
Garden City Press
Ste. Anne de Bellevue, Que.

The
United Farmers' Guide
Head Office: ***Moncton, N.B.***

Branch offices at
Ste. Anne de Bellevue, Que.
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg,
1478 Broadway, New York

Successful Applicants
A.B.C.



"In the Land of Evangeline"

and was established by Sir Lomer Gouin in 1907. McGill and Queen's Universities, had recently developed commercial courses; Toronto, Dalhousie and other great universities have the same in action or in sight of realisation. At the last congress of Canadian Universities the urgency of the creation of these modern degrees of commerce was recognised. In 1919 the Board of Commerce at Ottawa had enquired what facilities there were for such instruction, the Minister having in view the creation of Trade Commissioners and Commercial Attaches for foreign commerce. This enquiry developed that the Montreal Commercial High School was the best in the Dominion for these studies.

They received young men of good education only, and gave them instruction which would allow them to grasp big economic questions with the necessary breadth of view, including; financial mathematics, modern languages, commercial operations in merchandising, banking, insurance, and the stock markets, accountancy, business organisation, both commercial and industrial civil law, commercial history, financial science, commercial politics, political economy, economic geography, statistics, physical and chemical science, and advertising—the last named, which would especially interest them, consisted of thirty lessons, and carried out simultaneously the theory and practice of publicity.

A number of other interesting phases of the work carried out by the school were touched on by Mr. Laurys, including their Commercial Museum, which contains 8,000 specimens of mineral and other products of all kinds and their library which, he said, is available to any merchant who wishes to consult the books and reviews it contains.

❦ ❦ ❦

Witness Changes Size

The *Montreal Weekly Witness* and *Canadian Homestead* marks its entry on the last quarter of its century by changing to a smaller size of page. With the first issue of the year it appears in a four column page, 15½ inches deep. This greatly adds to its appearance, and is an improvement which will commend itself to both readers and advertisers.

World Wide, issued by the same publishers, has also changed its size, being enlarged to standard magazine size of four columns by 175 lines.

❦ ❦ ❦

Renewed activity in business is reported by wholesale grocers in the maritime provinces. At a meeting held in St. John recently the opinion was expressed that the crisis had passed, at least so far as the maritime provinces were concerned, and the outlook was brighter than it had been for some time.

❦ ❦ ❦

William Wright of the James Fisher agency has been absent from his desk for some days, due to a severe attack of bronchitis.

Montreal Gazette Employees Give Banquet

ON the evening of January 15th the staff of the *Montreal Gazette* gave a dinner at the Place Viger hotel in honor of the President of the Gazette Printing Co., Limited,—the Honorable Smeaton White.

A point of particular interest in connection with this banquet was the fact that it marked the fiftieth anniversary of the year when the *Gazette* came under the ownership of the White family. Mr. R. S. White, editor in chief of the *Gazette*, who presided at the banquet, gave a most interesting outline of the foundation of the *Gazette* in 1778 and its subsequent history, particularly since the year 1870 when the paper became the property of Thomas and Richard White,—

Cover Souvenir Menu of Montreal Gazette Banquet

uncle and father, respectively of the present president. Mention was made of the fact that the *Gazette* has the longest record of continuous publication of any daily paper on the American continent, having been published without interruption for a period of 143 years.

There were present at the banquet about 125 members of the staff of all departments. Out of Town members of the *Gazette* "family" included Messrs. John Bassett and T. H. Blacklock of Ottawa and W. T. and L. G. Martin of Toronto.

H. Ramsbottom has been transferred from the Nelson, B.C., to manage a new sales-branch of the North-West Biscuit Co. being opened in Winnipeg.

W. Youngblud has left the Quebec division of the Dominion Rubber System to assume the position of sales manager of the tire department for Ames-Holden-McCready, Ltd.

R. W. Ashcroft, director of publicity for Ames-Holden-McCready Ltd., has been appointed assistant to the president.

The Most Reasonable "Buy"

to-day among the Farm Papers in Canada is, undoubtedly

The

Ottawa Farm Journal

Although newsprint has advanced 30% since last year, postage and express charges 300%, and large increase in wages by agreement with Trade Unions have to be met, still its rates for 1921 of

12 Cents per Agate Line Flat

or, .0048 per line per 1,000 remains by far the lowest of any rural medium.

But lowness of rate **alone** would not substantiate this claim.

Ottawa Farm Journal circulation is peculiarly valuable because so remarkably concentrated.

Less than 500 of its 25,000 circulation is distributed outside the 17 counties of Eastern Ontario and English-speaking Western Quebec.

It goes into 8,000 more homes in this territory than any other Farm Paper.

Its constituency, reached exclusively by rural mail route, is unsurpassed in point of prosperity and progressiveness. Its many practical community activities have earned for it the goodwill of its readers and gained their confidence. More than 200 address personal letters each week to its Editors on matters affecting their farming and home interests. It is conducted by men at once practical farmers and trade journalists.

Surely the prosperous agriculturists of the Great Central Dairy Belt should figure prominently in your plans for 1921.

THE OTTAWA FARM JOURNAL is the one medium at your disposal to reach them economically and effectively.

Ask any Advertising Agency !

THE OTTAWA FARM JOURNAL

OTTAWA, (Member A.B.C.) **CANADA**

BRANCHES :—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

Character

In a newspaper means more than circulation to an advertiser.

It means results.

Because the degree of responsiveness to an advertising appeal is largely governed by the **CHARACTER** of the medium which is used.

When you have a medium with **CHARACTER** plus **CIRCULATION** quantity plus circulation **QUALITY** your seed is sown in fertile ground.

The Calgary Daily Herald

The Only Evening Paper in Calgary

combines the necessary qualifications for such a medium.

It has the confidence of its readers—while all of them may not at all times agree with its opinions they respect them and read them.

In Calgary nearly everyone sets aside a part of each day to read *THE HERALD.*

Your message will go to the right people at the right time, and in the right way.

It will get results

Member A.B.C. Statements on request

The HERALD PUBLISHING COMPANY, Ltd.
CALGARY, CANADA

Representatives for Eastern Canada:
EDGAR J. GUY, Royal Bank Building, Toronto, Ont

Representatives for United States:
HENRY DE CLERQUE, 800 Mallers Bldg., Chicago, Ill.
L. KLEBAHN, 1 West 34th St., New York, N.Y.

6,241

copies an issue—sworn circulation of the

Owen Sound Sun-Times

Every other day

Tuesday Thursday Saturday

Population of Owen Sound (this year returns) 12,213

Put The Sun-Times on Your "Daily List"

Increased Building

Building activities which had been on the wane throughout Canada during the later months of last year made a further decline for the month of December. The value of building permits for the last month amounted to $4,067,274, which compares with $4,979,302 for the corresponding month of the previous year, and $4,903,253 for November last. It is only in comparison with some of the earlier months of the year that the extent of the decline can be realized. The returns for April , the leading month of the year, aggregated $16,085,649, for May $13,953,688, and for June $13,278,300. From that time on the building trades were hampered by increasing difficulties arising out of the unprecedented costs of materials and labor, and the acute scarcity of money that developed. The totals for the balance of the year show substantial declines.

The returns for the year, however, indicate a fair increase over the total for the previous year, standing at $107,828,855, as against $81,678,152, or an increase of $26,150,703. The cities of eastern Canada report a total of $80,307,065 for the year against $68,256,467, and the western cities, $27,621,790 compared with $13,421,685.

The advertising of the Rock City Tobacco Co. Ltd., Quebec, is now being handled by McConnell & Fergusson, (Montreal office).

"Waggon jobbers" familiar in many large American cities, will shortly be established in Toronto, it is reported. Representing one or more firms he calls on the retail trade each week and supplies merchants with just sufficient quantities of the products of firms represented to keep them going until the next week. Although called "waggon jobbers" motor cars are now generally used.

The Canadian advertising for Fiat automobiles and Fiat tractors for 1921 is being placed through the E. Sterling Dean advertising agency.

The manager and salesmen of Tees & Persse Ltd., manufacturers agents and grocery brokers in Western Canada, met in convention in Saskatoon a couple of weeks ago, at which present selling and buying conditions were discussed and plans laid for 1921 business. A pleasing feature of the gathering was the presentation to R. G. Persse of a silver cigarette box, as a mark of the good will existing between the firm and its staff.

More Aggressive Selling Needed

The need for more aggressive selling was emphasized by Mr. Lloyd Harris in addressing the ninth annual sales conferenee of the Steel Co. of Canada, held in Montreal January 12th to 15th. For a long time everything has favored the seller, and real salesmanship had been allowed to lapse in many instances. The market was now in favor of the buyer, and salesmen must adjust themselves to the changed conditions. Things were definitely on the mend, he thought, and a better buying movement should become evident early in April, and to some extent before then.

The sales conference was presided over by H. T. Dip ock, eastern sales manager and George Spence, western sales manager. The consensus of opinion was that trade was going to be better early in the year. Stocks in nearly every centre were low, and manufacturers are not putting in their accustomed supplies of raw material, so that when business does start to move there will be purchasing done on a fairly good basis.

The Hamilton Advertising Club held its usual meeting on the night of January 10th, when two fine addresses were delivered, one of "Retail Advertising" by T. F. Peaver, the other on "Old Qualities Needed Today" by Thos. Hendricks. The next meeting is to be held on February 7th, when an address will be delivered by Martin L. Pierce of the Hoover Suction Sweeper Co., on "A Merchandising Program for the Times."

The Montreal Publicity Association is co-operating with the Better Business Bureau of the Montreal Merchants' Association to evolve a plan to eliminate fraudulent and illegitimate advertising schemes. Among the latter are the advertisements on local exhibition and similar programs, ridiculous sums often being demanded for space, which from an advertising angle, has no value. $100 and $200 have been asked for page ad's in some of the local programs. If advertisers wish to support an event, that is their affair, but merchants and advertising firms wish to stop canvassing for advertising of this useless nature.

Capt. Le Hain, of Desbarats Advertising Agency, Montreal, who for the past five years has been in the army in Siberia, Manchuria and on the Western front, has now returned to civil life, and has re-entered the staff of the agency.

The Best Color "Buy" of 1921

STARTING with its March 9th issue, and continuing on the second issue of each month thereafter, The Guide offers four-color process printing on its second, third and fourth covers.

These positions are especially suitable for advertisers appealing to farm women.

THE NEED IS THERE

The farm women of Western Canada have no publication devoted exclusively to their needs—and their needs vary greatly from the needs of farm women elsewhere.

The Guide's second issue of each month (the dates for colored covers) is being almost wholly devoted to the interests of its women readers. Fiction, fashions, millinery, cookery, domestic economies, household science, etc., are samples of the ground covered.

THE FIELD IS READY

With very few exceptions every farm is a real home—women and children with needs to be met and filled.

It has been estimated by various authorities that farm women buy or assist in buying from two-thirds to three-quarters of the farm's annual purchases.

And the farm women of Western Canada have been appealed to with very little color advertising.

THE SERVICE IS RIGHT

The Grain Growers' Guide is the official organ of the organized farm women's association of Western Canada.

It publishes annually the most reading matter for farm women in its field.

It carries annually the most advertising appealing to farm women.

Four-color process advertising is reputed to have a value three to four times that of black and white.

The Guide's rate for the thirty positions available in 1921 is much lower than premium value given.

Very attractive prices can be secured from any of the offices given below.

The

Grain Growers' Guide

WINNIPEG, MANITOBA

Offices also at	*Members*
53 Yonge St., TORONTO	**A. B. C.**
MONCTON, N. B.	**C. N. N. and P. A.**
1478 Broadway, NEW YORK	

The French Newspaper that has gained recently thousands of new readers in Montreal

Dominating 50,000 People

That's what the Times-Journal does. Its territory is populated by 50,000 comfortably situated people who habitually buy goods of the better class. To reach them you **must** use the Times-Journal. It is

The Only Paper They Read

90 of these people read only the Times-Journal, their home paper. No other paper covers its field more efficiently and economically than the Times-Journal for it is the only daily published in the city of St. Thomas and the county of Elgin. See that you have it on your list. Alone in its field it will serve you well.

The St. Thomas
TIMES-JOURNAL

Member A.B.C.

Daily Circulation in Excess of 9,000 Copies

Will Be Record Year

The sales force of the International Business Machines Company has set "a fifty per cent increase in business" as their quota for 1921—and at their convention held in Toronto a couple of weeks ago they showed every confidence of attaining their goal.

Figures presented at the convention showed that the Canadian organization held all sales records for 1920 against the sales forces of the American firms manufacturing similar products. In fact, the Canadian organization has led the entire world in sales, on percentage of quota attained, for four successive years.

Seventy-five salesmen attended the convention, representing the three well-known divisions of the company —International Time Recorders, International Dayton Scales and International Tabulating and Sorting Machines.

* * *

McConnell & Fergusson (Montreal office) are now placing the advertising of Dominion Molasses Co., Halifax, and the United Financial Corporation, Montreal.

* * *

An innovation was introduced this year at the annual salesmen's convention of Lewis Brothers, Limited, the big Montreal hardware jobbers. It was decided to drop the catalogue system which had been in use. Instead, addresses were given to the salesmen on lines recommended or handled by the firm, and another thing cut out was a list of some fifty firms who had expressed a desire to give these addresses. The sales manager, J. Frazer, told his selling folk it seemed best to him not to have the stereotyped address, and he wired and long distanced far and near to obtain the best men available.

While favoring the one price system, their salesmen were emphatically against the three discounts so often arranged in the hardware trade, according to the size of an order. It lead to different retailers in the same town quoting different prices, and it was felt that the only different discount to be given should be for broken packages of goods, which should cost more on account of trouble given.

An inspiring address on the post-war need of keener and more aggressive selling was given by Joseph Laporte, general manager of Laporte, Martin & Cie., Ltee.

Definitions of "False Advertising"

Borderline cases of false advertising are hard to identify. The Federal Trade Commission has attempted to state more definitely what it considers are "false and misleading" claims. The list is as follows:

1. Advertising special sales of articles so as to convey to the public the impression of an unusual or advantageous offer for a limited period, when in fact the prices during such sales are no different than those obtained at other times.

2. Falsely representing that articles have been purchased in large quantities in order to sell them at less than the regular price.

3. Fraudulently representing or conveying to the public the impression that the advertised price of the article is less than the regular price.

4. Making false and injurious statements to prospective customers concerning the material of which competitive articles are constructed, or the cost of production of the same.

5. Attempting to interest prospective purchasers by conveying a false impression of expert and impartial advice on the best make of an article when in fact the advertiser is directly interested in selling a special make.

Only by studying all the periodicals that pertain to our particular line of work is it possible to discover what other men in the same industry are thinking, saying and doing. The man who hasn't time to read the business journal of his craft handicaps his efforts.

To be given the privilege of pouring your goods into the "bung-hole" of the stores of dealers everywhere, there must be a constant lowering of the contents in the barrel, and the only way to keep the barrel from becoming stagnant is to see to it yourself that the public demands that the spigot shall be frequently opened. The dealer has many spigots to draw from—perhaps many of them pay him better than your barrel. So it is up to every manufacturer to make the people in each community "thirsty for frequent draughts from the barrel that he has the goods to fill."

—W. R. Hotchkin

Business Philosophy

Nineteen episodes which make up "The Business Philosophy of Moses Irons," by Daniel Louis Hanson, run as a series of business stories in *System*, have been published in book form by the A. W. Shaw Co. Besides making interesting reading they reveal a great deal of business sense.

Moses Irons, the chief character in the stories, is a master of business, a salesman and an organizer—and he takes various experiences in handling salesmen, increasing sales, increasing efficiency in various departments, sales conventions, foreign markets, etc. and makes a romance of them. His struggles, his battles of wit and strategy with competitors in which he is at times both winner and loser, make good reading—stimulating to any business man.

Daily British Whig, Kingston
Analysis of Circulation

December 24, 1920

City of Kingston and immediate vicinity	3,851	3,851
Frontenac County	1,021	
Lennox and Addington	521	
Leeds County	397	
Prince Edward County	56	
Lanark County	27	
Renfrew County	7	
Hastings County	39	
Carleton County	33	
Quebec Province	49	
Manitoba	11	
Alberta	8	
Saskatchewan	18	
British Columbia	8	
New Brunswick	1	
Nova Scotia	3	
United States	124	
Overseas	2	
Elsewhere in Ontario	248	
Total Outside		2,573
TOTAL		6,124

Villages, Towns and Cities in which twenty or more copies are Distributed

Bath	46	Napanee	74
Brewer's Mills	35	Newburgh	20
Battersea	77	Odessa	97
Camden East	20	Ottawa	27
Collin's Bay	64	Parham	26
Elgin	29	Picton	43
Elginburg	33	Seeley's Bay	62
Enterprise	43	Sharbot Lake	20
Gananoque	141	Stella	52
Glenburnie	26	Sunbury	25
Harrowsmith	81	Sydenham	105
Hartington	24	Tamworth	26
Inverary	43	Toronto	108
Joyceville	37	Verona	71
Kingston Mills	32	Wilton	35
Kingston Rural Route	131	Wolfe Island	121
Mallorytown	52	Westbrook	36
Montreal	49	Yarker	35
Moscow	29		

Effective!

For Results in Quebec
—Over one hundred and fifty
National Advertisers use—

The Telegraph
ALWAYS

LET
Direct-by-Mail Advertising
Build Your Business in 1921

From the preparation of copy, art work, and engravings, to the mailing of the finished product, is the complete service we offer you.

Phone Junction 6204 or write us about your advertising campaign.

❖

West Toronto Printing House
HENDERSON & GALBRAITH, Props.
1945 ST CLAIR AVE. TORONTO

The
Galt Daily Reporter's

advertising columns show an increasing use being made by both national and local advertisers because *THE REPORTER* covers the City of Galt, the towns of Preston and Hespeler and the surrounding rural district.

Since it is the only daily paper published in South Waterloo, would it not be advisable to include it in your 1921 list?

Galt Reporter Ltd.
(Member A.B.C.)
GALT, - - ONTARIO
U.S. Representative
GEO. B. DAVID CO., Inc.
New York City

Filed for Quick Finding by This System

How the Harris Abattoir Co., Limited, has adopted the central filing system to meet its complex needs.

TO create a filing department that would effectively take care of the correspondence of eighteen branches, customers from Charlottetown to Port Arthur and a somewhat complex mass of inter-departmental correspondence was the problem the Harris Abattoir Company, Ltd., had to overcome when re-organizing their filing system. The immense amount of correspondence which comes through the mails is considerably increased by the requirements of the various departments in filling orders. The Harris company is organized on a departmental basis, each department handling certain of the company's products. Inter-departmental correspondence was an important factor to be taken care of in the arrangement of a filing system.

The modern filing system calls for the establishment of a central filing department, containing the files of all departments. The small concern may have a row of cabinets along one wal lin charge of a girl who is also a stenographer, while the big company has a specially laid out room in charge of a filing clerk and two or three assistants. The girl in the small office may trust to her memory to keep track of the papers taken from the file and if they are not returned go after them personally, while the larger organization requires a requisition slip to be made out and has a follow-up system to ensure the returns of records withdrawn from the filing room. The problem of the office manager who installs a filing department lies in adapting a system to meet the requirements of his business. Briefly, the work of a filing department consists of: (1) collecting the papers to be filed; (2) classifying the material collected; (3) finding material called for; (4) recalling material sent out from the files; (5) transferring and destroying documents no longer required for current reference, at periods set by the office manager.

After some study a central filing department adapted to meet the specific needs of the Harris Abattoir Company was introduced. Because of the restrictions imposed by lack of space and the requirements of some departments, the central filing department plan could not be carried out in its entirety. Two filing vaults are now in operation, located on the first and second floors, one directly above the other. An intermediary transfer file is in the basement. The main transfer files of the company are located in a building adjoining the executive offices. Here records for several years back may be found. The system is operating so well that despite the amount of work to be done a staff of three girls is able to handle the filing efficiently.

Files for customer's correspondence are kept in the vault on the main floor. These are arranged alphabetically, a direct-name system being used. There are two folders for each customer, one containing credit information and the other general correspondence. The customer's original orders are taken care of in the filing vault on the second floor.

The sales department's correspondence is voluminous. The salesmen and branch houses require a great deal of space and their correspondence is so great that each branch house and salesman is given a separate set of files each month. At the end of the month the contents of these files are transferred to the intermediary transfer files in the basement. The length of time papers are kept in the intermediary files varies according to the value of the papers and the amount of space there is in the files. There is no set time for destroying these documents. Behind the guide bearing the salesman's name are four folders, one containing sales correspondence, another credit information relative to the salesman's customers (the salemen also act as collectors for the company) another correspondence with the departments that have filled his orders and a fourth folder for information that cannot be filed in either of the other three. Behind the guides marking each of the eighteen branch houses are four folders covering the branch house accounting department correspondence, another credit, a third one general matters and the fourth, branch house department, this last an administrative and laison department between the branch houses and the home office.

The filing system of the Harris Abattoir Co., simplifies the record keeping for eighteen branches and numerous departments. It is an adaptation of the central file idea.

The filing vault on the second floor is used chiefly for the filing of vouchers. These are filed by number. One copy of every order received must be made for each department and two copies for the administration offices.

The average order is filled hy three departments and requires five duplicates of the original order. After the order has heen filled these duplicates are collected and, together with the customer's original order, filed numerically in groups of fifty. Credit notes are filed in this vault, also by number. Ledger pages of closed accounts are sent over from the accounting department and are filed alphabetically according to the customer's name. When an account is re-opened the past business of the customer is at hand for instant reference.

The Harris Ahattoir Company does not carry the central filing system to thc point that some firms do. Although most of the company's current records are found in either of the two filing vaults, certain departments are allowed to keep their files in their own departments. The export department, for example, takes care of its own matter in a set of files in the export department. The branch house accounting department takes care of its records in its department but transfers, when its files are filled, to the central filing vault on the first floor. The traffic department keeps its records in the first floor vault but is given space apart from the other records containcd in this room.

Unlike many large concerns the Harris Ahattoir Company does not use a requisition form when withdrawing papers from the files. This was considered too elahorate a detail, involving some wasted time and energy. When an executive desires to consult papers from the filing room all he has to do is telephone the vault where the records are kept. The papers are sent to the department asking for them hy messenger. The filing clerk makes a note of where they went and who received them. All papers taken from the files must he returned before five o'clock at night of the day they were withdrawn. An "out" guide marks the spot from which the papers were taken. Simplicity is the keynote of this end of the system.

The incoming mail in the morning is opened, read and sorted by the mailing room staff from where it goes to the various departments. These send it to the filing room when through with it. An order goes to the sales department where the price is put on it. From here it goes to the order department where it is given an order number, which will later he its filing number in the upstair vault. A master copy and a carbon copy of the customer's order is made as well as sufficient duplicates to supply each department filling the order with one copy, and a copy for the loading dock. As the various departments fill their parts of the order the duplicates are returned to the invoice department. The carbon copy goes to the customer and the master copy is sent to the accounting department for posting while the remaining duplicates are assembled and with the customer's original order are sent to the filing vault on the second floor where they are filed numberically in groups of fifty to a folder. Ahout seven hundred invoices a day are handled. Usually two days is required to take an order through the plant from the mailing room to the filing vaults.

A procedure has been drawn up covering not only the filing of papers but also their destruction. The Harris Ahattoir Company keeps none of its documents longer than seven years.

Ask the Spacebuyer

why he uses

The Daily Telegraph
and
The Evening Times-Star

in St. John, N.B.

He will tell you that they are the only A. B. C. papers in New Brunswick and when he buys their space he knows that he is getting all that he pays for.

Space buyers prefer to deal with papers that are members of the A.B.C. Probably that is why so many advertisers use the Telegraph—Times-Star combination exclusively for their New Brunswick advertising.

These are the only papers in New Brunswick that are members of the A.B.C.

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

REJUVENATED

This company has emerged from a difficult position, a result of growth beyond our capital previous to the war.

During the last year we have strengthened our position in many ways.

Among these are:

New Premises

The new premises at 51 Wellington West are about 25% larger and 50% more efficient than the former premises.

Job Printing

In addition to our own papers we now print two issues of *Marketing* each month and six issues of other periodicals.

Service Department

We now supply copy for nearly one hundred advertisers in our papers.

Montreal Territory

Mr. Charles Clarke has been permanently appointed as our agent in Montreal.

Toronto Territory

We have added four men to our staff in the Toronto office in the past year or so.

The
COMMERCIAL PRESS
Limited
51 Wellington W., TORONTO

Publishers of :

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

The day is past when files were merely places where papers are placed where they will be out of sight and safe from dust. Associations of filing clerks are springing up throughout the country Courses in filing are being added to the curiculums of schools and colleges—not library work but regular business filing methods—and one company manufacturing office equipment is operating a school for filing clerks. Filing today is a science and the well trained filing clerk is an important member of the office staff.

Plenty of executives talk loudly about the present inefficiency of the average worker, yet themselves only get in two or three hours of real work out of a possible ten.

Not Only Farm Paper Giving Market Reports

Editor MARKETING:—

I notice, on page 53 of January 15 issue of MARKETING, that the *Canadian Farmer* says it "started and still is, the only Canadian farm paper to maintain an entirely separate department for providing its readers with an always authentic market report service." This is not so. Every farm paper published at least once a week contains a separate department for market reports and this report is always authentic because the information which it constains is furnished, in large part, by the Market Intelligence Service maintained by the Dominion Government at the various stock yards. In Canadian Countryman two pages are given over each issue to Market Report. The *Canadian Farmer* formerly issued a special market edition, but this has been discontinued. Since then it has been giving just about the same service as every other weekly farm paper. The reference which they make in their advertising to market service, would give the impression that no other farm paper carried any kind of a comprehensive market department. With best wishes, we are

Yours very truly,
The Canadian Countryman.
T. J. Tobin, Manager.

The sales staff of the Imperial Varnish & Color Co. met in Toronto a few weeks ago for its sixth annual convention, after one of the most successful years in the company's history. T. F. Moneypenny, vice-president and sales manager presided, assisted by H. E. Mihell, manager of the sales-promotion department.

Seventy salesmen and representatives of the Harold F. Ritchie Ltd., organizations from all parts of the world, met in convention in Toronto during the week of January 3rd. Sales-manager Armstrong of the New York Ritchie organization brought a party of thirty-one salesmen with him. The British Harold F. Ritchie Co. was also represented by E. K. Robinson, while J. Ross Orr from Sydney, Australia, J. L. Sheather, supervisor of sales in South America and D. C. Nixon, for the past sixteen months in China, Japan and New Zealand were also in attendance.

BACK NUMBERS?

NEVER!

There are no "back numbers" of MARKETING for MARKETING never becomes a back number. The first issue is as valuable and as interesting as the current issue. That's because MARKETING contains information on selling and advertising that is always useful.

The articles on selling and advertising problems and their solutions, gleaned from the experience of other men, are presented in a terse, practical style that is easy to read and understand.

These make MARKETING live forever in the libraries of men whose business has to do with selling and advertising.

Bound volumes of MARKETING for 1920 will be ready at an early date. A few copies of earlier volumes may still be secured.

Order Your 1920 Volume of

Marketing

NOW

Price $4.00

W. A. LYDIATT
Publisher
53 Yonge St., TORONTO, ONT.

Prices and the Public

THE anticipated period of price contraction has commenced. Prices are falling. Goods produced on the high level of cost and stock purchased on or near the peak of prices have to be consumed before trade, wholesale and retail, can accommodate itself to the new conditions. The inevitable losses have to be absorbed. The period of deflation will therefore be a critical period. A sudden slump in prices will mean commercial disaster accompanied by unemployment and depression. A gradual decline, on the other hand, will enable business to meet changing conditions and to avoid the threatening catastrophe.

The public interest demands that the contraction of prices shall take place gradually. To attain this result there must be the closest co-operation possible between the buying public, the retailer, the wholesaler and the manufacturers. Any attempt by any of these sections of the business community to escape its share in the process must produce calamitous results.

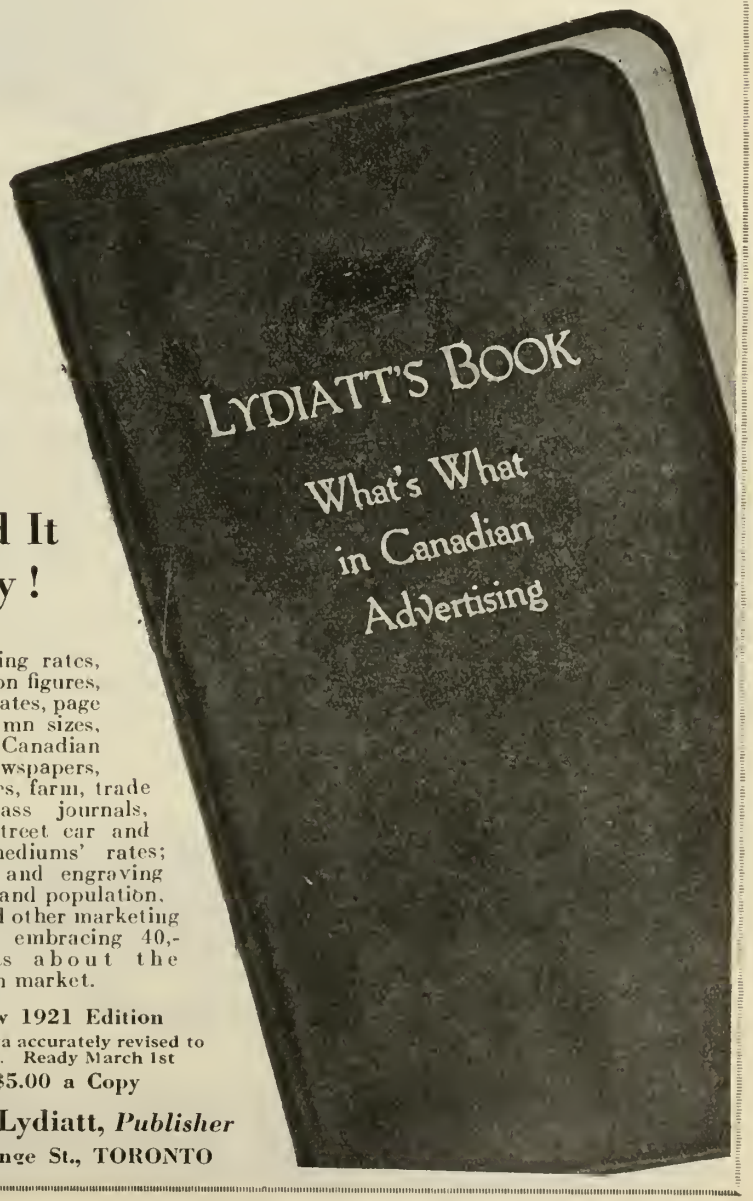
To a large extent the public has ceased to buy. But any undue abstention from satisfaction of the normal needs of the community must involve the retailers in failure. They have necessarily bought such stocks as they are carrying on the old level of prices. They are steadily reducing both stocks and prices. But if they cannot sell to the public, and are not assisted by the wholesalers and manufacturers to face the loss consequent on deflation of values they cannot escape disaster. In that disaster everyone concerned must inevitably be included. Wholesale trade will cease; factories will shut down; workers will be idle and the purchasing power of the people will disappear. Those must be the results of a sudden slump in prices. How can they be avoided?

To avert serious business depression it is essential to keep the chain of commercial transactions intact. If consumers continue to buy, not extravagantly, of course, but in accordance with their ordinary needs, then retailers can estimate their requirements and adjust their orders upon wholesalers. The wholesalers may, in turn, regulate their demands on the factories. These again will be able to buy raw materials and produce goods to meet the demand. Labor in all industries will be maintained in the largest possible amount of work. Public purchasing power will not be suddenly and seriously diminished. And in a comparatively short time the machinery will have been adjusted to the new conditions under which it is required to function.

Buy reasonably—but do not cease buying. That is the rule to be observed by everyone. Absention from buying will not merely mean lower prices. It will mean panic conditions—business failures, depression of trade and widespread unemployment. Yet all such serious conditions may be avoided by remembering that the base of all business transactions is the consumer. Consumption must continue. Upon the consumers falls the duty of supplying the demand. Then the manufacturers, wholesalers and retailers can adjust themselves to it, co-operating to absorb the loss inseparable from price reduction.—*Regina Leader.*

WE think your book is a most excellent production, notably accurate in the matter of data for the Canadian press, handy in form, concise in its information, and generally most useful for anyone engaged in the work of advertising.

Mather & Crowther, Ltd.
London, England



You Need It Daily!

Advertising rates, circulation figures, closing dates, page and column sizes, etc., all Canadian daily newspapers, magazines, farm, trade and class journals, poster, street car and other mediums' rates; printing and engraving charges, and population, trade and other marketing statistics embracing 40,000 facts about the Canadian market.

New 1921 Edition
All data accurately revised to date. Ready March 1st
$5.00 a Copy

W. A. Lydiatt, *Publisher*
53 Yonge St., TORONTO

Canada's Richest Province

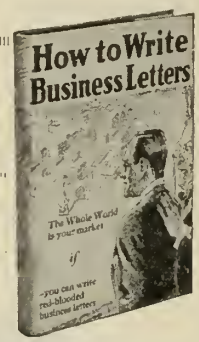
per capita is Prince Edward Island—a compact market of more than 18,000 well-to-do families, the most industrious and prosperous in Canada. Sales effort yields big returns per dollar of sales cost—and the market once won is not easily lost.

Two daily papers cover the field most economically for the advertiser. The largest is the Charlottetown Guardian (circulation 8,000 daily). The other is

The Charlottetown Examiner

J. R. BURNETT, *Publisher*

Write Letters That Win



"IS it an inherent gift?" asks the man who, after trying again and again to write action-compelling letters, finds to his chagrin and loss that his letters *do not pay out.*

"Inherent gift?—indeed not!" responds the master letter writer. "To write letters that win, one needs only to *master* the principles and knacks of effective letter writing."

Get This Book on Letter-Writing

And this is comparatively easy to do. For **"How to Write Business Letters"** tells *how.* This is the famous book on letter writing, edited by Walter K. Smart, Ph.D., well-known letter-writing specialist — containing the methods, knacks and principles that letter-writing geniuses use to win sales, to open the purse strings of "slow pays" and re-win the good will of dissatisfied patrons.

"How to Write Business Letters" discusses letter writing from the "Dear Sir" to the "Yours truly." Every feature and angle is made crystal-clear. You see how to put "tone" into a letter; how to make it sincere; how to inject verve and "punch"; how to make the letter fairly alive with enthusiasm. You see how to make the best use of words; how to make each sentence "hit home"; turn each paragraph into a sledge-hammer blow that will impress your ideas, your wishes on the reader's mind.

Increase the Results from Your Letters

"How to Write Business Letters" was prepared after a thorough study of hundreds of letters. You will receive suggestions and ideas from almost every page. Letters, both good and bad, are reproduced, and in each case you see why the letter "made good" or why it failed. Follow-ups, too, are discussed; in fact, this remarkable book covers business letter writing from A to Z—every angle, every phase and every type of letter. Get it *now*—and see what it holds for you.

Sent postpaid to any address in Canada on receipt of the price, **$1.75** a copy.

Send your order to

"*MARKETING*"

53 Yonge Street, - TORONTO

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

A new series of advertisements for Chiclets will shortly appear in an extensive list of mediums, the usual dominant space being used. The Baker Advertising Agency is preparing and placing the copy.

❦ ❦ ❦

An event of note in the advertising world has just occurred, in the changing hands of the advertising of William C. McDonalds, Reg., of McDonalds' tobacco fame. Their advertising has now been placed with the Consolidated Advertising Service, of Montreal. The importance of the change may be gathered when it is recalled that this tobacco concern is probably one of the six largest advertisers in Canada.

❦ ❦ ❦

J. J. Henkel, formerly with the British and Colonial Press, is now with the National Photo Engraving Co.

Manufacturers

Keep your eyes on new markets!

Are you doing business in Newfoundland?

If you want your products established in this territory write

Gerald S. Doyle

St. John's, Newfoundland

Manufacturer's Agent

NOVELTIES & SPECIALTIES

For Local & National ADVERTISERS

The Sellers Agency 100 King St. West Toronto

Progressive Canadian Agency Wants a Man

to take charge of the office and supervise orders and production work. Experience along these lines desirable. In replying give education, experience, salary required and if possible enclose photograph.

Box 15, *Marketing*

"GIBBONS KNOWS ADVERTISING"

MONTREAL TORONTO WINNIPEG

At Your Finger Tips

NO messy desk top. No litter of papers under desk basket, rule or paper weight but every essential record where you can get it and get it quick. A place for everything and everything in its place—That's the *Efficiency Desk.*

Do—don't stew. Put the time you lose daily in looking for the things you need *quick*, into useful work. A compartment of the right size and shape for each current record and each personal file. — That's the *Efficiency Desk.*

Not intended for permanent records or to replace your filing cabinet but planned and built so that you can keep your personal data and documents you need daily right at your finger tips.

Whether you are general manager, sales manager, advertising man, credit man, office manager, purchasing agent,—no matter what your work may be—you will find it easier to do it and you will be able to do it better with the *Efficiency Desk.*

SYSTEM SERVICE

We offer System Service—the advice and suggestions of a corps of trained men free to our customers. Our thirty years experience, placed at your disposal in System Service, is a very valuable supplement to your own knowledge of your business.

Our System Service experts will, without charge or obligation, be glad to discuss with you the standardization and filing of your records, the arrangement of your office equipment or organization problems.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Export Sales Office—360 Broadway, New York City

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY
FILING SYSTEMS

If you advertise in Nova Scotia this Advertisement is of much importance to you.

The *Present* Newspaper Situation In Halifax and Nova Scotia

PARTICULARLY in such days of rapidly changing conditions as are these, it is important that the Advertiser should keep in close touch with the newspaper situation in his respective markets.

During the second half of 1920, there occured in Halifax a remarkable circulation shift. While THE HALIFAX HERALD made circulation gains, its only competitor lost circulation. As a result THE HALIFAX HERALD to-day leads the field in circulation as well as in reader value.

These are the figures. They speak for themselves.

Daily Average Net Paid Circulation
1920

	HERALD	MAIL	Chronicle	Echo
Second Quarter.....	**9,474**	**16,014**	12,751	11,226
Third Quarter	**10,003**	**15,885**	9,469	7,277

Entering 1920, therefore, the combined daily circulation of THE HALIFAX HERALD and THE EVENING MAIL is at least 9,000 copies above the combined circulation of their only competitors in the Nova Scotian field.

This is the condition which exists NOW: and it is upon this situation that current Advertising Distribution should be made, if the Advertisers are to get the best RESULTS.

W. H. Dennis

Vice President and Business Manager

The Halifax Herald
The Evening Mail
The Sunday Leader

Nova Scotia's Three BIG Newspapers

Volume XV. Number 4 *Toronto, February 15th, 1921*

Marketing and Business Management

Edited by
W.A.Lydiatt

"Well Worth the Slight Extra Cost"

OUR recent appointment as Advertising Agents for The Robin Hood Flour Mills, gives us an opportunity of bringing home to Canadian women the true meaning of a slogan we have long admired.

The Robin Hood people decribe their flour as "Well worth the slight extra cost."

To show people *why* it is worth it, calls for advertisements of a character that we delight in producing.

Art Work illustrating biscuits and pies that Robin Hood makes possible—"copy" of the real "human interest" kind—This combination will win hosts of new friends for Canada's highest priced flour.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

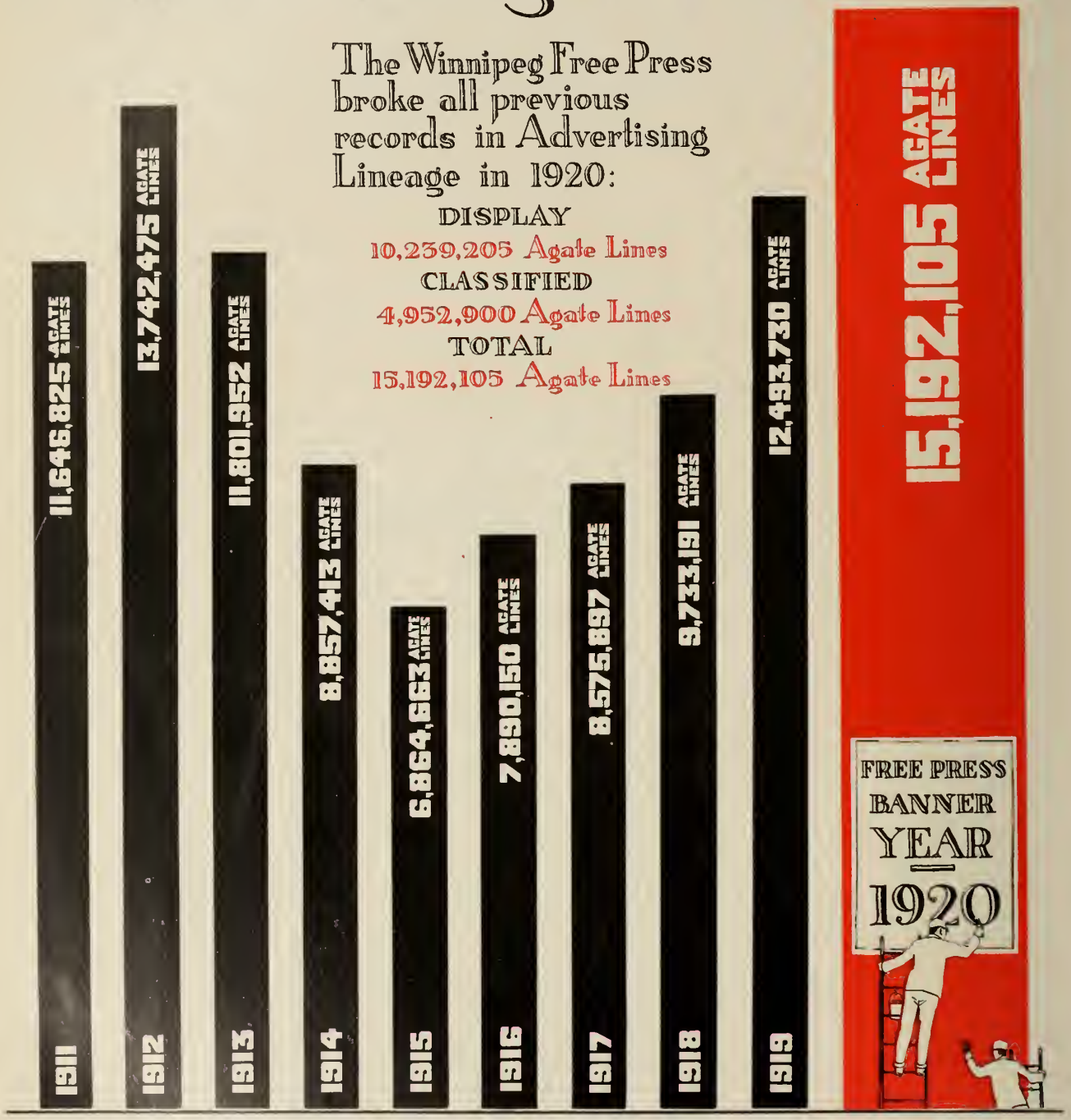
FEBRUARY 15th, 1921

$2.50 a Year

Fifteen Million Lines of Advertising - A Record

The Winnipeg Free Press broke all previous records in Advertising Lineage in 1920:

DISPLAY
10,239,205 Agate Lines
CLASSIFIED
4,952,900 Agate Lines
TOTAL
15,192,105 Agate Lines



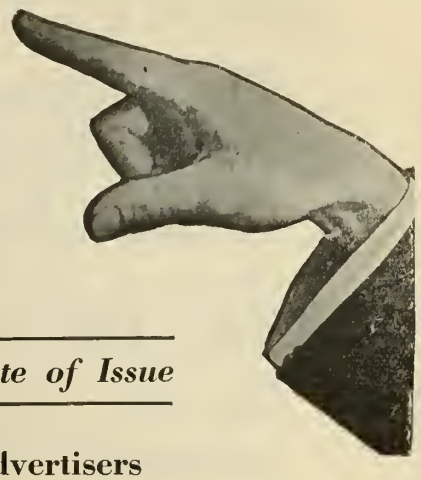
Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:

Edgar J. Guy, 302 Royal Bank Building · · · Toronto
E.L.McArthur, 224 St. James Street · · · Montreal

Farmers' Magazine is Now Published *Every Thursday*



Forms Close Saturday Preceding Date of Issue

This is of Great Importance to Advertisers

THE every-week publication of FARMERS' MAGAZINE means still greater service to readers and to advertisers. Complete weekly market reports and news are added features that round out the editorial programme and ensure the closest reader interest.

This Comes at a Time When Sales in Retail Stores Are Increasing

A canvas of retail merchants ***who sell to farmers*** shows that their business was greater during the Christmas season of 1920 than during the same period of 1919.

> ***"Christmas week shows an increase of 27 per cent.—the day before Christmas, 125 per cent. increase; for the month of December 7½ per cent., and the increase for 1920 over 1919 is nearly 30 per cent."***
>
> ***"This is practically a farmers' town. We have no large industries—Farmers are good buyers. They buy good merchandise and they do not buy until they need it—consequently our trade is very steady. It has grown considerably since we came here 6 years ago. When business is bad in large places it is good here. I think this is due to our farm trade." The 1920 Christmas trade here shows an increase of 25 per cent. over that of 1919.***

Co-operate With Your Dealers

Are you backing up the merchants who sell to farmers? An advertising campaign in FARMERS' MAGAZINE will carry your sales message into 2,793 communities throughout Canada. It will co-operate with the efforts of merchants in building up trade and good-will for your merchandise.

Write for complete details regarding FARMERS' MAGAZINE and the farm market

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - Toronto, Ont.

The Halifax MORNING CHRONICLE and EVENING ECHO are Nova Scotia's Greatest Newspapers.

The Halifax MORNING CHRONICLE has the largest morning newspaper circulation in the city of Halifax or throughout the entire Province of Nova Scotia.

Eighty per cent. of the circulation of both the Halifax MORNING CHRONICLE and the Halifax EVENING ECHO is delivered by carrier or mail direct to the homes of subscribers.

Advertisers therefore obtain the maximum publicity with enhanced returns for a modest advertising rate.

Member A.B.C.

The

Chronicle Publishing Company

LIMITED

HALIFAX NOVA SCOTIA

Better Business Letters

MORE and more business men are realizing that, as letters perform nine-tenths of the work of business, better letters are as necessary as better cost-keeping or better sales-methods. Numerous study courses have been written and sold to thousands of business executives—while books on letter-writing have had a sale of many thousands more. Large corporations have established "schools" for their correspondents, and so important has this subject been regarded that we have even a "Better Letters Association." This study goes far beyond the elementaries of grammar and form learned in schools and business colleges. It is engaging the earnest attention of the highest business executives.

Our readers will, therefore, be interested in the announcement of

Twelve "Better Letters" Articles

By Louis Balsam

Correspondence Counsel of the Direct-Mail Advertising Association

Beginning in the March 1st issue of Marketing and Business Management

THESE articles are written for business executives. Much valuable experience about better letters has accumulated—and few men are as well equipped as Mr. Balsam to reduce this experience to principles which can readily be grasped by busy men. He is co-author of the correspondence course of the La Salle Extension University, considered by critics to be the finest thing of its kind yet written, and has recently completed a manual on correspondence which is being published by the Cornhill Publishing Co. of Boston. He has lectured on this subject in many large cities, was formerly sales correspondent for Sears-Roebuck Co., and until recently Director of Correspondence for the Lewis Manufacturing Co. of Boston.

His articles in *Marketing* will deal with specific phases of correspondence problems, as you meet them in you own office right along. The titles scarcely more than suggest the practical, "meaty" character of the series

"Your Routine Correspondence — A Gold Mine Practically Untouched."

"Indifference—Its Effect on Your Daily Mail."

"The Spirit of Service—and Your Daily Mail."

"Four Cardinal Rules of Successful Letter Writing."

"Good Will—Do Your Letters Produce It or Destroy It."

"Five Successful Sales-Letter Tactics."

"Eliminating Sales Resistance in Letters."

"The Immense Importance of the Adjustment Letter."

"Collection Letters—Their Effect on Sales."

"Co-Relation of Correspondence—Tying up the Letters of Various Departments to Form a Logical Unit."

"Effect of General Reading on Your Business Letters."

"Spreading the Gospel of Better Letters in Your Office."

Mr. Balsam will also edit a department devoted to "Marketing by Mail" commencing in March 1st issue.

Make sure that everyone who write letters in your office reads these "Better Letters" articles in *Marketing*

Canada's Outlook

SPEAKING at Toronto a few weeks ago, Canada's Governor General pointed out that the wealth of Canada was estimated at between $18,000,000,000 and $25,000,000,000, while that of the United States was estimated at $300,000,000,000. He added, "The United States has still enormous natural resources, but so also has Canada, and these latter are as yet almost wholly untouched. If scientific research could be applied to the development of these resources there would be in Canada in ten years not $25,000,000,000 of developed wealth, but something nearer $100,000,000,000, and this would make the present debt of Canada, which is about $2,000,000,000, an exceedingly easy burden for the Dominion and render it possible to pay it off in a few years."

Canada's greatest source of wealth lies in her millions of acres of rich farmlands. Although only eight per cent. of the total available acreage is under cultivation, the value of Canada's agricultural production last year exceeded the national debt by $225,000,000, exceeded the total trade of Canada for 1919 by $30,000,000 and was four times greater than the world's production of gold and silver in 1918.

One-fifth of this great wealth, or $500,000,000 was produced in 1920 by readers of The Family Herald and Weekly Star. The community served by this national farm journal is composed of the best elements in the farm population of every province of Canada. Sell this representative community and you will be firmly established in rural Canada.

Circulation exceeding 150,000 (A.B.C. Audit), sold nationally or sectionally. Entire Dominion Edition, 50 cents flat. Either Eastern or Western Divisions, 30 cents flat.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

Established 1870

MONTREAL, CANADA

New York Representative:
DAN A. CARROLL
150 Nassau Street

Chicago Representative:
J. E. LUTZ
First National Bank Bldg.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 4 TORONTO, CANADA FEBRUARY 15th, 1921

MAKING BRITAIN'S DUMB PRESS SPEAK UP

British advertiseers at last waking up and demanding authentic circulation figures. "Net Sale" (as they call it) campaign gaining force, and will eventually prove to the advantage of all worth-while publications. How it came about—interesting incidents.

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

SIX months ago one would have said that the outlook for audited circulation statements in Great Britain was hopeless. To-day, the will to declare net sales is being implanted in the breast of many a publisher who six months ago would have said—indeed, did say—"Our circulation is something which we do not tell and never will."

Of course, there are still hundreds upon hundreds of British publishers who are rebellious against the campaign to have net sale circulations declared, and who use the word "never" with undoubted sincerity, and underscore it by copious oaths; but we who know how publishers in Canada and the United States said "never" once upon a time, not so very long ago, are not very much alarmed by the sound of the word, and haven't very much respect for super-strong language of the profane type. The British publisher, like the American and the Canadian, will revise his utterances, provide the net sale figures required of him, and then may call himself several kinds of an ass—the national conception of supreme stupidity—for being terrified by a spectre.

In Great Britain the demand for audited circulations was initiated by the Northcliffe Press. In America it was initiated by national advertisers; but the imperative summons, the one which the Dumb Press of Great Britain is hearing, is from the space-buyer, even as it was in the United States and Canada.

In a previous letter to MARKETING I told of the beginnings of the campaign in this country for audited circulations, but I may recall it.

The London *Evening News* (a Northcliffe newspaper) kept on publishing a sly advertisement suggesting that its circulation was more than the combined circulations of any other three London afternoon papers.

A LITTLE FIRE KINDLETH A GREAT MATTER.

One day *the Star* and the *Evening Standard* offered to bet (proceeds to charity) £10,000 that their joint circulation exceeded the circulation of the London *Evening News*, whose declared net sales are given as 825,825.

Apparently, the *Evening News* didn't enjoy this challenge to its own advertisement, and, in the opinion of many, it wriggled; that is, it said that it wanted the individual circulations of the two challenging newspapers declared, and not a joint circulation statement. This dissected or separated statement the challengers declined to give.

Thereupon, the Northcliffe paper switched the attack, making it broader; it started a campaign for net sales declaration by every class of publication; and, if it wins, as all good advertising men hope it will, both the *Star* and *Evening Standard* will have to declare their individual circulations. The way round is a long one but is likely to prove the best one—for advertisers and the sacred cause of immortal Truth.

One suspects that the Northcliffe Press itself, at the beginning of its campaign for audited circulation statements, didn't see very far into the future, for, since its first blasts, it has been a bolder champion of its campaign. At the beginning it declared its readiness to publish the figures of some of its own publications only when some other rival and comparable publications publish their net sale figures. This rather dubious and timid position does not square well with its general attitude. However, it is neither kind nor necessary to watch the feet of those about to enter a new road leading from darkness or semi-darkness towards the light. The main thing is the adventure itself and the progress.

THE DAILY BOMBARDMENT.

For over three months now the London *Daily Mail* has each day been printing a column or more of matter on the subject of net sales. These articles quote letters from advertisers and the advertising agents who write to praise the work which the *Daily Mail* is doing, and who, one suspects, sometimes seek the free advertising which they get when they are quoted. Many of these correspondents find adulatory adjectives used in connection with their names and correspondence, and probably bask while they may in the warmth of the praise of a mighty newspaper; yet the paper that can purr and praise can also scratch those whom aforetime it may have stroked approvingly. Thus, Charles Frederick Higham, M.P., the best self-advertiser in Great Britain, found the *Daily Mail's* claws in his skin one morning, though but a short time before he had been declared to be a star of the first magnitude in the firmament of advertising men.

Newspapers which have published acceptable net sales certificates are regarded as white-haired boys; while newspapers which have been unfortunate enough to write wriggling and wobbling letters to inquisitive space-buyers have had their correspondence

forwarded by recipients to the *Daily Mail*, reprinted, accompanied by stinging comment.

An amusing incident, not made public, was the trapping of the Northcliffe Press itself. The publisher of a quarterly rates guide gave the circulation of the *Weekly Dispatch*, the Northcliffe Sunday paper, as 600,000; whereas the authenticated published net sales figures are 792,494. Thereupon the vitrolic pen of the writer of the notes in the *Daily Mail* wrote corroding words about the sinning publisher and his guide. The publisher, himself a large space-buyer in the Northcliffe papers, was able to show a signed statement issued from Carmelite House, the home of the Northcliffe papers, giving the circulation figures of the *Weekly Dispatch* as 600,000, but he asked no recall of the withering words, being quite satisfied with the regrets of the personal interview, and with the results of the free advertisement given to *Advertisers Aid*, whose circulation took an immediate upward bound to the extent of about 300 copies!

The Ingersoll's say, "All advertising is good advertising," a sentiment which Henry Ford probably endorses. So a "knock" in the *Daily Mail* with its circulation of 1,242,569 copies daily, may not be very painful after all.

During December, at the foot of the "Demand Net Sales" column in the *Daily Mail*, appeared the ominous words, "to be continued in 1921." So, if some bashful publishers have been hoping that the *Daily Mail's* barking and baiting would die down, they must have been shocked and annoyed to find that their continued dumbness is a matter of continued irritation.

The bulldog grip of the *Daily Mail* is on the throat of the Dumb Press, and the supposition is that it will not relax until both the *Star* and the *Evening Standard*—two stubborn papers—have confessed their individual circulation figures; and since the *Evening Standard* is published by Sir Edward Hulton, the invincible competitor of Lord Northcliffe in the publishing world, there is likely to be a long battle. But whether in the end it be a conquest or a draw, the certain thing is that the lesser papers owned by lesser men will be forced to issue net sales certificates, which may be, in some cases, death and burial certificates at the same time; for everybody knows that many publications of very sparse circulations have advertising rates which should go only with very substantial and proven circulations of a good class. For years, it has been a "cinch" to start new publications in Great Britain; space-buyers "fell for," them, at the blast of the trumpet of a good publishing house employing a good salesman as blower.

A New Day of Light.

Since mouths have been opened to speak what is in men's hearts, and since ears are greedy for plain speech, one hears again and again from many advertisers and advertising agents that the one blot on the fair page of British advertising is concealed circulations; and that the presence of this blot acts on the progress or development of British advertising much as does a dragging anchor on the progress of a vessel. Some of us think that there are some other blots; but we are quite ready to admit that when the day of audited circulations comes with no clouds to mar the glory of the full-orbed dawn, the development of advertising in Great Britain will go forward on wings of multiplied power.

The Progress of the Net Sales Campaign.

The development of the campaign for audited circulations is really a very interesting one. First there is the *Daily Mail's* own thunder and lightning; second, there is the response of other publishers to the clamorous demand for accountants' net sales certificate; third, there is the resistance or side-stepping of the Dumb Press; fourth, there are the letters of space-buyers; fifth, there is the concerted endorsement of the *Daily Mail's* Net Sales Campaign by British advertising agents and advertisers; sixth, there is the decision of individual space-buyers to use only media which give net sales figures; and seventh, there is America's interest in and approval of the campaign in Great Britain to make the dumb speak.

The "Daily Mail's" Assault.

The language of the *Daily Mail* in its propaganda has a Dempsey punch in it, as witness these quotations:—

> "They inferentially and continuously insult advertisers and advertising agents by evading questions as to their net sales."
>
> "refuse to come out from under the stones beneath which they are hiding."
>
> "The advertiser is duped and papers of large influence find themselves deprived of advertisers by unscrupulous opponents who hint at or openly claim larger sales."
>
> "We have promised to assist advertisers and their agents in this campaign until the concealment and rank dishonesty which now exist are swept out of the publishing business."
>
> "The whole business of British newspaper advertising is under the blight of suspicion."
>
> "The Dumb Press can stammer "circulation," but it has not yet been taught to pronounce "Net Sales."
>
> "The stupid, unscientific and obsolete policy of hidden sales is the principle drain-pipe through which flows, every year, every week, every day, so much of advertisers' wasted money."
>
> "the Dumb Press is a parasite of the Net Sales Press."
>
> "the Dumb Press naturally dislikes the keying system."
>
> "Mendacity could go no farther than it does with regard to the alleged circulation of some of these journals."
>
> "the inexplicable and blundering action of the dumb *Daily News*."
>
> "the amount of wriggling going on all over the country on the part of the Dumb Press, especially in the Provinces."

Naming The Dumb Press.

Very often the *Daily Mail* shoots its venomed arrows straight at individual newspapers; for example:

> "Out of the inexplicable and blundering action of the *Daily News* has grown a movement."
>
> "the *Yorkshire Evening Post* had the nerve to try to bluff an enquirer with the remark, "It is contrary to our habit to give statistics regarding circulation."
>
> "the *Bristol Times & Mirror* has been doing a rare lot of wriggling lately, of which more anon."
>
> "So far not one Manchester or or Birmingham daily newspaper has ventured to come out into the open. Very few of them can do so, and the proprietors of the *Birmingham Post* have adopted an attitude, that in view of that journal's very small net sale, is not likely to do it much good with advertisers."
>
> "the *Advertising World* merely states that its average net monthly sale is over 1900 copies. We wish that the *Advertising World* had issued an explicit certificate."
>
> "the attitude of the *Bristol Times & Mirror* is that which drives advertising more and more into the great national dailies.
>
> "the *Evening Standard's* unfortunate canvassers are still unable to say anything when pressed by advertisers."
>
> "the puzzle-sum certificate of the *Daily Express*."
>
> "the *Manchester Daily Dispatch* has come out with what it calls a "circulation statement," but inasmuch as it does not reveal the number of unsold copies, that statement is worthless. The net sale of the *Manchester Daily Dispatch* is occasionally, we believe, something over 300,000 daily, but the net sale is nothing like the figure indicated in its "circulation" figures. Manchester advertisers would do well to press for facts and cheaper rates."
>
> "The *Saturday Star* was down to the size of a small 8-page leaflet, and certain wags are suggesting that

its readers should be supplied with microscopes with which to find it."

These quotations are representative of much else of a similar kind. From the *Daily Mail's* laudations of the publications which have issued satisfactory net sales certificates it is unnecessary to quote.

Estimating The Value of Circulation.

It is recognised that mere numbers are not everything, that the quality or class of circulation must be taken into account. Thus the *London Times Literary Supplement* has a net sale of 25,000 copies a week, which, it is pointed out, is an immense sale for a publication of its nature.

Of *Sports and Sportsmen* the comment is made, "The advertising value of such publications is far greater than that indicated by their net sale. A half-crown publication of the sumptuous nature of *Sports and Sportsmen* is passed from hand to hand, and appeals to the kind of sportsman who has money to spend and the courage to spend it."

Colour, with a guaranteed net sale of nearly 8000 copies monthly at half-a-crown, is described as a "lovely magazine," and its "beautiful advertisements, mostly coloured, must be most responsive."

Punch's net sale circulation exceeds 100,000, but, it is reckoned that its actual circulation is about four times its net paid circulation because it is passed from hand to hand. Similarly, the net sale circulation of the *London Times*—120,000—is considered to be several times this figure.

Trade Class and Technical Papers

In Great Britain publications of the trade, class and technical type are, as a rule, dumber than dumb. They get advertising rates which are grotesquely out of proportion to their circulation and its value. Under the prodding and pressure of the Net Sales Campaign a few of this type of publication have issued net sales certificates, and more will do so in this year, driven to it by the whip of space-buyers.

The *Advertisers' Weekly* has issued net sale certificate showing a weekly sale of 3,205 copies.

The *Newspaper World* has a net sale of 3,417 copies, about four times the circulation many credited it with having.

The *Shoe and Leather News* and the *Shoe and Leather Record*, two competitive trade papers, have issued net sales certificates, each of them showing circulation of between 11,000 and 12,000 copies.

The Ironmonger has a net sale of 10,350 copies weekly—more than was expected.

At least one motor paper has produced a net sale certificate.

Notes & Queries, the "baby" of the *London Times*, has a net sale of 1330 copies. It is a librarian's paper, with a world-wide circulation.

The Footwear Organizer gets a body blow from the *Daily Mail*. In reply to an inquisitive advertiser, the advertising manager of this rather magnificent monthly trade paper wrote "a 4-page wriggle," winding up with "this is rather a lengthy reply to your short note, but if you would care for me to have a chat with you on the subject of circulation, I can only say that I shall be very pleased to do so at any time convenient to both." This last sentence suggests the embarassment which a good many advertising managers of class papers are having when space-buyers ask "narsty" questions.

The Action of Space-Buyers.

Advertisers and advertising agents have found the campaign for a revelation of net sales entirely to their liking, and their actions and correspondence are contributing very largely to the success of the movement.

Individually and collectively advertisers and advertising agencies have stated, in no uncertain terms, their position towards publications which decline to issue net sales certificates. Some have gone so far as to say they will, in the future, use only those media which issue net sales certificates. Among them is the Northcliffe Press, which spends over £100,000 annually on advertising.

Collective approval of the Net Sales Campaign has come from one very important association of advertisers in Great Britain, declared to be the most important of all associations of advertisers, namely, The Incorporated Association of Retail Distributors.

The Secretary of this Association sent the following communication to "the hidden sales" newspapers of this country:

> "I am directed by the Council of Management of this Association to point out to you the difficulty which large Distributing Houses may experience in the near future, owing to the general state of trade, in continuing advertising on the present scale at the rates that are charged, without their being compelled to examine their policy on this question.
>
> I am to inquire whether there is any possibility of the advertising rates being reduced, and at the same time to ask whether you are prepared to furnish this Association with a certificate of the net sales of your paper during the last six months.

The importance of the document may be gathered from the fact that 48 firms of world-wide celebrity are members of the Association, among them being the following:—

Arding & Hobbs, Ltd.; Chas. Baker & Co., Ltd.; J. Barker & Co., Ltd.; Boots, Ltd., Cash Chemists; Debenham & Freebody, Ltd.; Derry & Toms, Ltd.; Dickins & Jones, Ltd.; D. H. Evans Co., Ltd.; A. W. Gamage, Ltd.; Harrods, Ltd.; Harvey Nichols, Ltd.; Henderson & Sons, (Liverpool); Kendal Milne & Co. (Manchester); Geo. Henry Lee & Co., Ltd. (Liverpool); Lewis's, Ltd. (Liverpool); Maple & Co., Ltd.; Mappin & Webb; Marshall & Snelgrove, Ltd.; David Morgan, Ltd. (Cardiff); Oetzmann & Co., Ltd.; Owen Owen, Ltd. (Liverpool); Pontings, Ltd.;Robinson & Cleaver, Ltd.; Peter Robinson, Ltd.; Selfridge & Co., Ltd.; Jas. Shoolbred, Ltd.; Swan & Edgar, Ltd.; Waring & Gillow, Ltd.; Wm. Whiteley, Ltd.

Akin to the action of this Association, was that of the Council of the Association of British Advertising Agents, the most influential body of its kind in Europe. This Association issued a manifesto, addressed to the Editor of the *Daily Mail*, and published by it in its news columns. The manifesto was as follows:—

> "The Council of the Association of British Advertising Agents, Incorporated, at a meeting held on Tuesday, October 26th, discussed the propaganda work being carried on by the *Daily Mail* and associated newspapers in the matter of disclosure of net sales of newspapers, periodicals, and magazines, and the following resolution was carried unanimously:—
>
> "That the Council of the Association of British Advertising Agents, Incorporated, welcomes the campaign for the production of net sales inaugurated by *The Daily Mail* and associated newspapers, and will always give preferential consideration in preparing Advertising campaigns to publications willing to give their net sales figures."

After the same manner is the communication sent to the *Daily Mail*, and published in its columns, from Osborne-Peacock & Co. Ltd., a very live and important British advertising agency, located in Manchester. This agency wrote as follows:—

> "Sir,—On behalf of the following firms, (list of 33 clients was appended) whose advertising we conduct, we desire to endorse the policy behind *The Daily Mail* campaign for the disclosure of net sales circulation.
>
> In several instances we have received assurance that clients will in future *only make use of those publications which guarantee circulation.* It is only on this basis that true advertising values can be determined,

(*Continued on page 133*)

FEELING OF CONFIDENCE GROWING

Business conditions show some improvement, and changing attitude of business and financial men most significant. Period of minor panic thought passed. Marketing's monthly review of business and retail conditions.

IT may be difficult at the moment for anyone to set his finger directly and definitely on any time condition, and say here, or because of this, the general business situation has begun to improve. There are few if any conditions that leap out of themselves to presage better conditions. Yet beyond all shadow of question conditions are better. This is evidenced in a growing feeling of confidence in all classes of business men, and exemplified in a hundred and one minor factors each of which has its share in bringing about this improvement.

But more important than these actual changes in conditions, encouraging as these may be, is this changed attitude toward business, of business and financial men generally. Prior to the turn of the year there was a pronounced tendency to look at things darkly. This viewpoint has its psychological effect both on business and on finance by accentuating the very conditions that brought it about. Fortunately that is a thing of the past. Whatever the future may hold, we seem to have worked through our period of minor panic, and to be facing the future with cheerfulness and optimism. There is less talk now than formerly of the buyers' strike, because the average merchant has found that the buyer certainly is not striking, provided that he can buy at reasonable figures.

Revival of Business

The opening month of the year has seen a revival of business, induced no doubt by energetic merchandizing methods, that no doubt have proved anything but profitable to the merchant as far as cash benefits go. On the other hand, however, they have demonstrated that a substantial buying power still exists. That is one thing to warm the cockles of the merchants' heart. They have, more than that, reduced stocks, so that the merchant has money where he had only goods, and they are brought that much nearer to the normal situation of buying and selling.

As a matter of fact the retailer, for all the talk of buyers' strikes, is in a comparatively happy position. Take the clothing firms for instance, who have suffered perhaps as heavily as anyone. During the past month they have taken their medicine, and have made a gallant and successful effort to clear their stocks. Some have been able to get from under at cost or a small profit, others have had to take a loss, probably to none of them has the business meant a profit. But at least they are past the danger point of large stocks on a declining market. They are ready now to talk business for the future. There will be some change in this business, for the retailer has just had a striking lesson of the wisdom of keeping his stocks within reason. He is not going to make that mistake again, at least for a time. Instead of one slapping big bulk order, his business is going to be done as a series of two or three sorting orders. Not quite as encouraging for the manufacturer perhaps as the big order, but the manufacturer will be glad to see him back on any terms. It is an interesting sidelight on this situation, that one of the biggest retail establishments in Canada has just recently placed its order for Spring clothing, where under normal conditions this would have been ancient history by now, and firms would have been talking of Fall business. This business then is whipping into some kind of shape, and it is probable that the price cutting period is about over.

Hardware Trade Good

Or take the hardware business, it is questionable whether it has suffered to anything like the extent of other business. True the high cost of building has shut off a measurable amount of trade, but certainly there have not been the price declines that have obtained in other industries, because there has been little suggestion of a breaking market. That suggestion may be implied in the present dullness in the steel market, but it is hardly to be conceived that the hardware trade has been blind to what has been happening in kindred businesses. Indeed we know that there is a general tendency to forstall any such condition by judicious action at the present time. One dealer in a medium sized city reports that his December business showed a 30 per cent. increase over the previous year, and that certainly there was no suggestion of a buyers' strike as far as his business was concerned. That we believe is a fairly general condition, especially in the smaller communities. Or take the grocery business and similar lines. Wholesalers speak of a generous year-end business, and a very fair measure of trade during this first month of the new year. Specialty salesmen too report in many cases the best month in their history. This business has been secured on a guaranteed price. Now this may be a more or less speculative type of business, but it certainly demonstrates, if it demonstrates anything, that it is the fear of further declines, and not inability to buy that is slowing up business.

All Retail Lines Not Dull

The head of a prominent firm which manufactures equipment for grocery and provision stores reports that their January business set a new record. Now the equipment that this firm sells mounts up in many cases to five, six and seven hundred dollars. It is not in hard times that a naturally conservative merchant, and the retail grocer and provisioner is as a rule of such a type, will invest that amount of money in an item of equipment. The only conclusion to be arrived at is therefore that he has the money. Moreover, the time payments are being promptly met.

It is true that the shoe business, the furniture business, steel, wool and sundry other businesses remain very dull, due no doubt to the public feeling that there are further recessions due in most of these lines. At the same time there is reported an improvement in the automobile business, and the promise of marked improvement in the building trade with the advent of Spring. Reports from various architects, builders and builders supply firms indicate that there is a very lively interest being taken in Spring building, and granted a reasonable decline in building commodities that seems to be promised in declines that have already occurred, there is a likelihood of a material improvement in business. There is only one difficulty and that is the possible difficulty of obtaining building loans. The loan companies are at the present time facing that difficulty, and it is hoped that before the building season opens there will be an easing of the financial situation.

As far as credits go, this is and has been during this whole period a matter for congratulation. A few years ago, and similar conditions

Turning It Down
and Yet Getting More

It is not always *what a publisher gets* in the advertising business that stamps the value on his medium.

Very often it's the advertising *which is declined* that makes a newspaper more valuable and more attractive to many advertisers.

The Globe, in 1920, declined many thousands of lines of general advertising which it deemed objectionable, and *which other Toronto papers accepted.*

But, while The Globe declines more, *IT GETS MORE.* Its high standard of censorship is attracting new and exclusive business.

Leads all other Canadian Dailies by over 13%

The records of advertising furnished by publishers and printed in the last issue of *"Marketing"* show that The Globe amply maintains its position as the strongest general advertising medium in Canada.

For, in 1920, The Globe printed over 4,050,000 lines of general or "foreign" advertising, which was 13% more than any other Daily in Canada, and of course still more greatly in excess of the volume of any other Toronto paper.

And these General Advertisers paid The Globe the highest newspaper advertising rates in Canada.

But they reached Canada's most profitable market—through Canada's *strongest newspaper*—and naturally it was profitable to them.

Use The Globe to *STABILIZE* your advertising campaign for 1921. It will be profitable to you.

The Globe
TORONTO

Member Audit Bureau of Circulations

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.
PORTLAND, ORE., Selling Bldg.

GREAT BRITAIN—T. R. Clougher,
Royal Colonial Chambers,
17 Craven St., London, W. C.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

Predominating Medium in Canada's Greatest Market-Place

would have swept the small dealer off the business map. But now it has made him stop and think, has made him probably readjust his business, has perhaps curtailed something of his former profits but he is still in business, and is meeting his obligations, according to statements of wholesalers, in a very prompt manner.

Sound Position

But in this situation it is probably the wholesaler and manufacturer who have felt the pinch most, yet they too are in a decidedly healthy position. One of the Canadian banks has an official whose duty it is to look into the situation of any business firm that the bank fears may be in difficulties. Now it might appear, judging from the situation, that this gentleman would be rushed off his feet. As a matter of fact he states that he has never had so little to do. There is a reason for that too, and that reason hinges on that much abused excess profits tax. It has gone against the grain of business men to pay out to the government even part of their profits, so they have adopted a system of write offs and reserves, have cleaned up uncertain accounts, and indeed have written out of the business anything that might in harder times prove a danger. All this was perfectly justifiable of course but without this tax it is doubtful if it would have been done, and had it not been done it is unquestionable that the wholesaler and manufacturer would have been in a far less sound position than he is to-day.

Changes Going On

But there are changes going on at the present time that while not directly implied in what appears above are still to have their effect upon all these conditions. Probably the most important of these is the matter of labor costs. The most significant feature of the present situation is the wage adjustments that are going on all around us. The reports of firms making adjustments of wages with their employees appear in almost every issue of the daily press. It is not that the manufacturer may profit more, but that his costs may be reduced so that his product can find a sale. The laborer is coming to realize that it is better to meet the manufacturer half way in the matter of salary adjustments than to force the closing of the plants.

Or in some instances the closing of the plants has brought about this saner manner of thought. Clothing manufacturers, cotton mills, steel companies, lumbering industries have all been affected by these wage reductions. Probably the wage earner would be quicker to see the necessity of some such wage decline were other business agencies quicker to react to the reduced price stimulus. The cost price of forty essential commodities has declined more than twenty-five per cent., at wholesale during the month, but the retailer has in the main been discouragingly slow in relaying this decline to the consumer. It is not altogether to be wondered therefore that the worker is inclined to look upon the suggestion of wage declines with marked suspicion. They are coming however and they are going to be in a large measure responsible for business betterment. Sir Joseph Flavelle, in dealing with present conditions at the Annual meeting of the National Trust Company, makes this striking presentation of the case:

"It is significant of immediate conditions that while steel mills are without sufficient orders to keep them occupied, lumber mills require buyers for their products, planing mills are working on short time, brick works are comparatively idle, cement mills are producing under capacity, foundries are eagerly soliciting business, thousands of men are out of work, yet the demand everywhere is for houses. These idle or partially operated plants producing building material, and these workmen seeking employment, will learn that co-operation is necessary if houses are to be built at a cost which will be within the resources of those who will occupy them."

Business is dull because prices have advanced beyond the reasonable. It will recover when a co-operation between all the factors of production have brought these prices more near the normal, and the evidence is multiplying daily that Canadian business is progressing in that direction.

* * *

ENGRAVERS' COMBINE BREAKING UP

THE combine among the photo-engravers of Canada to enforce prices has apparently over-reached itself. One firm has already with-drawn from the "association" and has announced its intention to do business on a "fair-price" and independent basis, and Marketing hears that others are likely, before long, to be soliciting business at more favorable prices, ignoring the Association's "scale."

Whether or not this means the bust-up of the combine, remains to be seen. The employees' union, at the instigation of the employers it is said, is under agreement to call a strike in any shop which does not strictly adhere to "scale" charges, and this threat has caused some firms unwillingly to observe the dictates of the price-fixers.

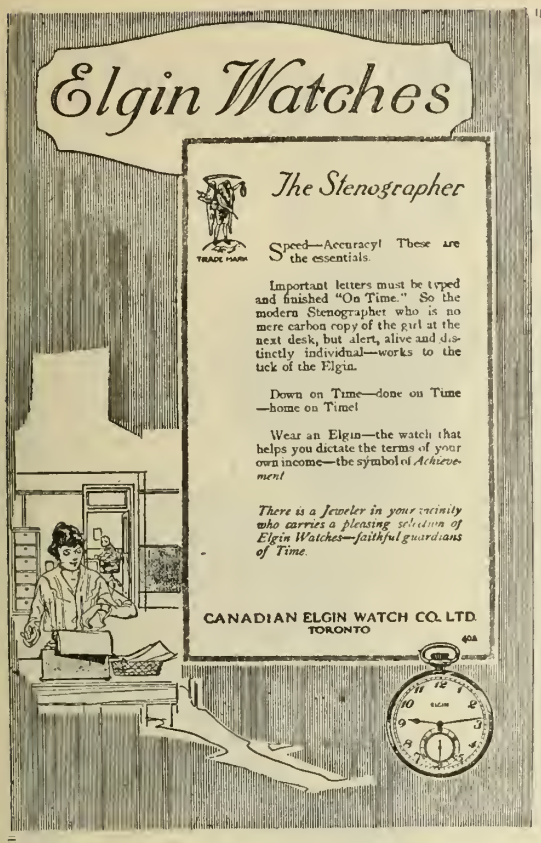
But prices have been advanced to such unreasonable heights that engraving buyers have been obliged to curtail their needs, and the let-up in business activity has further cut down engraving requirements to a point which is beginning to worry some of the engravers. The cost of materials, repeatedly quoted as a reason for higher costs, has dropped considerably, but there has been no hurry to bring down the combine's scale of charges accordingly.

Should there be interference from the union with shops accepting orders at lower-than-scale prices it is probable that advertisers, publishers and other large engraving buyers will support proceedings to establish conspiracy in restraint of trade, and according to talk in advertising circles this would be anything but welcome to the combine. Probably no similar combination of forces by employers' and their workers' unions has ever put the screws on customers more effectively. That engraving buyers are not without cause for complaint is evident from the following comparison of "scale" prices:

	June 1916	June 1920
Line engraving, minimum	$1 00	$2 75
Half tones, square finish	2.75	5 00
Half tones, vignetted	4.50	10.00
2-color line plates	6 00	12.50
3-color half-tones, close cut	45 00	90.00
4-color half-tones, close cut	50 00	120.00
Time work, per hour	2.00	3.50

In some cases buyers have been getting work done in the United States which, after paying duties, was laid down in good time at lower prices. Others urge an agitation for a lowering of the tariff in view of the existing combine in Canada, and evidence has been gathered with this in view.

But advertisers will probably find it possible to get their engravings made in Canada at more reasonable rates in future, as it is unlikely that the combine will find it possible to maintain its "minimum scale of charges" under the changed conditions. The wrath of the buyer cannot be ignored forever.


Elgin Watches
The Stenographer
TRADE MARK
Speed—Accuracy! These are the essentials.
Important letters must be typed and finished "On Time." So the modern Stenographer who is no mere carbon copy of the girl at the next desk, but alert, alive and distinctly individual—works to the tick of the Elgin.
Down on Time—done on Time—home on Time!
Wear an Elgin—the watch that helps you dictate the terms of your own income—the symbol of Achievement
There is a Jeweler in your vicinity who carries a pleasing selection of Elgin Watches—faithful guardians of Time.
CANADIAN ELGIN WATCH CO. LTD.
TORONTO

Proofsheet No. 17

Reduced from large size

Just as Dependable as the Tick of a Good Watch

With the reliability of a good watch measuring out the minutes does the London Free Press tick off results for its advertisers.

With all the dependability of highly organized "works," and behind that a reputation of many years' standing as a newspaper that has retained leadership in the extensive Western Ontario territory, the Free Press is an attractive medium—that's what the Canadian Elgin Watch Company believed when they selected this newspaper as their exclusive medium in London to advertise Elgin watch.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	221 St. James St
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2. London

PROPER USE OF COLOR IN ADVERTISING

It is not the amount of color, but the way it is used, which gives maximum value to color advertising. Simplicity should be sought. Over-coloring, over-ornament, a common error.

Written for MARKETING by WILLIAM G. COLGATE

AT this late date it would seem impertinent, not to say trite, to proffer any commendation of color in advertising. Its extensive use is its best excuse for being. Few advertisers, however, have studied colour with any attempt at developing a technique of color advertising value. Of late some data concerning optical reactions have been brought out, but if we are to believe the artists, and they should know, there is a more urgent need for the cultivation of taste than in much of scientific analysis. After all few men are scientific in mind, though all recognize and respond to taste, even should they not possess it to any great degree. So it is that taste—an intuition for the fitness and harmony of form and color—is called upon every day in the offices of every important advertiser. True it is also that our failure to realize this is responsible for the mass of advertising matter of every kind which so grossly offends taste and pays the penalty.

Ugly extravagance, over-ornament and over-coloring are the chief sins of those who prepare advertising matter. It is well to realize that the greatest masters in the use of color handled it most simply. Velasquaz painted the mass of his canvasse from three chunks of color on his palette—black, orange and gray. Whistler discovered this; so did Sargent, and they have followed this rule successfully. A good specimen of Whistler's work may be found in the Reproduction of *Little Miss Alexander* which appears in the current number of the *Century* magazine.

An advertiser should learn early, if he intends to introduce color, to stick to that ever firstrule—simplicity More often than not the arrangement of two colors is more effective than the use of five. Should anyone doubt this, I invite him to consult that fine specimen book, "*Two Color Advertising*" issued by the Curtis Publishing Company of Philadelphia, which illustrates most convincingly the wide latitude the artist enjoys even though confined to two colors. A sense of the fitness of things will naturally keep a color designer from running into excesses suggestive of the "cubists" and other "ists" whose every effort is an argument for the sane handling of color. Moderate tints are ordinarily to be preferred to the raw, glaring crudeness of the primary colors.

Often it is amusing, and nevertheless tragic, to note the handling of color in some of our magazine, street car and billboard advertisements. Take a half-tone illustration, a figure. The buyer feels that it looks too cold and cheerless, and color is added. Only a tint is placed on the face, forgetful that the hands are also flesh and blood; and even if the buyer is thoughtful and carries the tint to all places in flesh, the effect is still that of spotty warmth peeping through a cold half-tone; and the result is always dissatisfaction.

Or again a large close-cut half-tone of a woman reaching for a colored bottle containing toilet water. There is no color in the half-tone figure, nor, in any part of the illustration, but the bottle, a glowing red, stands out by contrast like a lit match in a dark pantry. This disproportion may please the manufacturer of the product, but it is fearfully hard on the reader of taste or aesthetic sense.

Now we may accept it as so that the adoption of color for anything to which it is to be applied is to make that thing more beautiful; but how many of the advertisers who use stock yellow, blue, red and green accomplish that effect? Comparatively few if we are to judge by the specimens of color work extant. No doubt the reason for this defect chiefly arises from a too general custom of leaving its direction to some one wholly ignorant of the proper use of color or else possessing that little knowledge which renders his efforts futile if not dangerous.

The advertiser who would not employ any one but a reputable architect to design his home, will yet hesitate to seek the advice of one whose training and experience qualify him to direct a work for which a sound knowledge of art principles is a *sine qua non*. Here we recall Whistler's dictum to the effect "that all the notes of the beautiful melody are in the piano, but one cannot be expected to produce a beautiful melody by sitting on the keyboard."

Color schemes for talcum boxes, candy packages, perfume cases and soap containers immediately suggest a delicacy in color handling, as compared with washing compound or cleanser which is a more rugged-looking product in the red and yellow tin. After all we cannot exclude psychology from our consideration. There is, as a noted artist says, such a thing as a color mind. Both the cleanser and the candy have been handled very successfully in this country.

No matter what the subject, however, the main thing for strength, beauty and economy is to entrust it to a competent man. One should look well for a mind trained in drawing and in the grammar of ornament, as study in this phase of art gives one the understanding of the possible application of color decorating. Such knowledge tells one where it is possible to applique color decoratively In ornament or flat planes, there are certain lights and shades which must be set in proper color relation or value consistent with the amount of ornament; and color may be applied in one spot in a flat treatment and not to another, and so on. Take a flat background of gray, suggesting leaves and branches, and growing on this an apple. You would get no effect or meaning out of coloring the leaves green and leaving the apple a piece of white paper; but one could obtain a telling effect by treating the apple in red and having no color other than the gray in the background. If one should substitute blue for the red on the apple, it would have no meaning, and yet many advertisers keep as far away from nature as this in their color advertising.

Before me as I write there is a label, taken from a can of "choice corn" as the inscription reads. The design is the usual one of its kind—neither better nor, I think, worse. The cob of corn, which should be outstanding, is subordinated to a meaningless and confusing mass of decoration consisting of rococo ornament, moss roses, bunches of grapes and very crude lettering. Simplicity has evidently been quite overlooked. Put the can bearing this label on the grocer's shelves, and it could not be distinguished readily from hundred of its companions. If the pattern or arrangement had been reduced to

M of the WEST FLOUR
Children love home-made bread made of Cream of the West Flour. And there is nothing else so good for them that costs so little.
Maple Leaf Milling Co., Limited
Toronto, Winnipeg
Brandon, Halifax

The *power* of the new series of "Cream of the West" advertisements to attract *attention* has been the cause of a great deal of favorable comment. The Maple Leaf Milling Company's National Advertising is handled by The James Fisher Company, Limited, Toronto, Ontario

its simplest terms, that is, all the extraneous elements cut out, and the cob of corn—much enlarged and better painted in decorative fashion—been placed against a background of neutral tint with plain neat lettering across the top and bottom, the manufacturer would have had a design of which he could be proud and one which would set off his product from all others of the same kind on the shelves. Easy identification helps sales, especially as regards advertised goods—an advantage which we sometimes are prone to overlook.

It is not the amount of color, but the way it is used, which brings maximum value to color advertising. In many instances color could be omitted without losing a line of the illustration or text—without sacrificing anything—except the effect. But the effect, in publicity, is almost everything.

Several psychologists have tried to prove the relative value of colors. Professor Walter Dill Scott arranges the primary colors in the order of red blue and yellow. These, he contends are the only three colors. However, tests made by the Professor Michaelson method of measuring the velocity of light, and tried on a class of 135 men and women are probably as sound proofs as can be obtained relative to the attention value of colors. These tests show the colors on a comparative basis which is sufficient to prove the attention value of one color over another.

At a distance of ten meters, or thirty-three feet, which is the distance of perfect sight, and the distance now used by opticians in testing eyes—

Red was visible in .0226 of a second
Green was visible in .0371 of a second
Gray was visible in .0434 of a second
Blue was visible in .0568 of a second
Yellow was visible in .0963 of a second

The velocity of light has been substracted from these color values—the velocity is 186,600 miles a second.

In the second test, the color combinations were reversed and red, accepted as the color to attract the most attention, was placed on different backgrounds with the following results:

Red on	
Light Blue	.02218
Yellow	.04609
Orange	.01709
Yellow-green	.01130
Gray	.03615
Dark Red	.08522

In the third test the colors were again tried according to distance, and were placed five hundred meters, or 1,625 feet, away from the observer, and were seen as follows in fractions of seconds:

Red	.41
Green	.55
Blue	.78
Yellow	2.63

From this it is clearly seen that the penetrating value of colors represented practically the same as their relative attention value.

The result of Professor Tichner's test varies slightly with that of Professor Ferree's test, showing red to be first among colors, and purplish green to be second; green, blue and yellow follow. He also asserts that the intensity of interest aroused by colors is greater when red, blue and yellow are used, proving that the intensity of sensation aroused is less on account of familiarity; though conversely it contains a high standard of attention value by reason of that familiarity.

But as has been said, it is taste rather than in scientific analysis that require emphasis.

Some advertisers have an idea that the suggestion of color for printed matter necessarily implies all the colors of the chromatic scale, and the more colors the better the job. Yet when the work is completed it does not give them the satisfaction expected. The colors do not seem to blend, but seem rather to frown at each other; and contrast is lacking because the advertiser or designer has not adhered to the laws of harmony and simplicity. By observation of flowers, of a single daisy or pansy for example, some striking specimens of color combinations can be obtained. Also during the autumn, when the foliage of the maple tree is changing from green to the various beautiful shades of brown and red, many beautiful and effective examples of the use of colors can readily be seen. Note the striking contrast when a single maple tree may stand out among several others, when the leaves are changing color. The eye is at once attracted to it in admiration of its color, and the depth of green of the other trees in the background affords a setting that emphasizes its real beauty. A very excellent method that will give some simple lessons in coloring is to procure several branches of these leaves and arrange them among the flowers and leaves of other colors. What a variety of contrast; how readily the eye selects the colors that harmonize best; also the proportions that are necessary for the best effects. This same plan can be followed in making combinations with leaves and flowers of any kind.

Among the cultivated flowers there are countless suggestions for the proper placing and selection of colors. The information gained in such a natural emphatic way is firmly fixed in one's memory. It makes a picture in the mind's eye which can be made use of instantly, while the instruction got from reading is very often by rote or rule-of-thumb and hard to remember at the time it is most needed, thus making it necessary to consult the volume in which it was noted.

What has been said here presupposes a certain good taste, natural or acquired on the part of the advertiser. Should he, however, be doubtful of his ability to direct successfully the performance of any piece of color work, he would be better advised to entrust the work to a competent artist or designer; give him every reasonable opportunity for the exercise of his invention and skill, pay him a fair price for the finished job, and insist, though he need scarcely do so if the other conditions are allowed, on a high standard of workmanship. Then, and only then, can one be sure of color printing, whether it be magazine page, car card, or billboard advertisement, which will attract attention and create a *favorable* impression. Ask yourself whether your color advertising does these two things the next time a design is submitted to you for O.K. Remember always it is not the amount of color, but the way it is used, which brings maximum value to advertising.

* * *

The interests of the Maclaren Imperial Cheese Co. Ltd., with factories in Toronto and Detroit, have been acquired by the Kraft-Maclaren Cheese Co. Ltd., with head office in Montreal. The company also takes over the Canadian and export business of the J. L. Kraft & Bros. Co., Chicago.

* *

Through a mistake in January 1st issue of MARKETING the *Vancouver Sun* is quoted as having increased their subscription rate to 50 cents per month, which is incorrect. As the subscription price of *The Sun* delivered by Carrier in the City remains the same—85 cents per month.

The rate to mail subscribers, however, has increased from Five ($5.00) Dollars to Six ($6.00) Dollars per year.

* * *

C. V. Johnston has been appointed assistant sales manager central division of Brandham-Henderson Limited at Montreal. For the past three years he has been secretary to W. S. McLennan, general sales manager.

* * *

Advertising Service Company, Ltd., Toronto office has secured the advertising account of the Dominion Battery Company, manufacturers of "Reliable" flashlights and batteries.

Increasing Sales Right Now

STEADY SELLERS

Ames, Holden, McCready Ltd.
Blue Ribbon Tea
Bob Long Overalls, etc.
Baby's Own Soap
Bruce's Seeds
Bovril
"Big Chief" Stock Food
Brunswick Phonograph
Currie Gopher Killer
Colgate's
Coca Cola
Carhartt Overalls, etc.
Catelli's Macaroni
Columbia Grafonolas
Crown Brand Syrup
Carnation Milk
Cowan's Chocolate and Cocoa, etc.
Canadian Kodak Co.
Dr. Hess Stock Tonic
Dominion Rubber System
Dandelion Butter Color
Dominion Oilcloth and Linoleum
Diamond Dyes
Eddy's Products
Egg-o Baking Powder
Five Roses Flour
Fairy Soda Biscuits
Fairy Soap
Gillett's Lye
Gold Standard Products
G.W.G. Overalls
Gold Dust
Gillette Safety Razors
Gophercite
International Stock Food
Jaeger Woollens
Kill-Em-Quick
King of the Road Overalls
Kitchen's Overalls, etc.
Liquid Veneer
Master Mechanic Overalls
Mickelson's Blue Cross
Maltum Stout
McDonald's Tobacco
McKenzie's Seeds
My Own Gopher Poison
McCormick's Biscuits
Monarch Overall Co.
Magic Baking Powder
Northland Knitting Co.
New Edison Phonograph
Northern Shirt Co.
Oxo Cubes
O.V. Brand Underwear
Old Chum
O.K. Apples
Pratt's Poultry Regulator
Penman's Underwear, etc.
Player's Cigarettes
Purity Flour
Prue Cottons
Palmer's Packs
Pepsodent
Quaker Oats
Royal Purple Stock Specific
Royal Crown Soap
Robin Hood Flour
Red Rose Tea
Rennie's Seeds
Rubberset Brushes
Sheet Metal Products
Sonora Phonograph
Simmer's Seeds
Social Tea Biscuit
Simmon's Beds
Stag Tobacco
Steele Briggs Seeds
Som-Mor Biscuit
Stanfield's Underwear
J. L. Stifel & Sons Cloth
Swift's Premium Oleomargarine
Tower's Waterproof Clothing
Westclox Alarm
White Star Products
Watson's Underwear
Waterman's Ideal Fountain Pens
Wrigley's
Windsor Salt
Waltham Watches
Williams Shoe Ltd.

An economic authority worth quoting states that the tide is due to turn and that the uptrend from the present depression will be more rapid and favorable than the recovery from any similar period. This he attributes to the force of advertising which for the first time has become great enough to exert an influence in a world-wide commercial reaction.

This force is composed of a great number of independent units—the efforts of selling organizations to maintain a demand under adverse conditions. The statement of this economist is a tribute to the effectiveness of these efforts. Their influence reaches to the ultimate buyer whose choice of goods determines the success of the retailer.

Just now well advertised brands are being steadily purchased. Customers are asking for advertised goods because they invariably find them good quality and full value. This is particularly true of farmers. They look to The Nor'-West Farmer as a buying guide. You can depend upon it that lines consistently advertised in this paper will prove steady sellers and trade-getters at the present time.

The lines listed in this advertisement are marketed by firms who believe that the best way to assist you to maintain a steady volume of business through the quiet periods is to create a demand for their goods with your best customers.

Keep tab on the best sellers by reading The Nor'-West Farmer - $1.00 per year

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG

1903 – 1921 A

THE GLOBE, TORONTO, TUESDAY, JANUARY 13, 1903.

THE IMPERIAL LIFE
Assurance Company of Canada.

The Annual Meeting of the Company was held at the Head Office in Toronto on Monday, January 12th, 1903. Among those present were: Messrs. A. E. Ames, F. G. Cox, Hon. Sir Mackenzie Bowell, H. N. Baird, J. J. Kenny, S. J. Moore, Hon. S. C. Wood, A. E. Kemp, T. Bradshaw, A. E. Wallace, F. Nicholls, Dr. J. L. Davison, E. T. Malone, J. O.

In the absence of the President, the Hon. Sir Oliver Mowat, Mr. A. E. Ames, First Vice President, took the chair.

The following report of the business for the year ended 31st Dec., 1902, was presented:

The Directors have pleasure in reporting that:

1 The New Assurances granted and assurances revived during 1902, amounted to $4,127,642, being $930,142 more than those of 1901, and largely exceeding the new business of any previous year. The annual premium income arising out of the new assurances is $158,809 80.

2 The Total Assurances in force at the end of the year aggregated $14,037,444—a net gain

3 [illegible] $81,17 for 19 [illegible] larges [illegible] of Ac ish G $27,9 The [illegible]

6 The Death Claims under policies for the year amounted to $36,031, being

ultimately accrue from such a course. The following table sets forth the amount and the proportion [illegible] of the different classes of assets:—

1 Government Securities	$ 47,000 00	2.8
2 Bonds and Debentures	643,625 76	38.9
3 Bank and Other Stocks	248,757 08	15.0
4 Mortgages on Real Estate	483,100 62	29.1
5. Loans on Policies	27,317 48	1.7
6. Loans on Stocks	4,375.00	.3
7 Cash in Banks and Offices	100,497.21	6.1
8. Outstanding and Deferred Premiums	160,034.09	9.6
9. Interest Accrued and Due on Investments	25,486.03	1.5
	$1,660,393.27	100

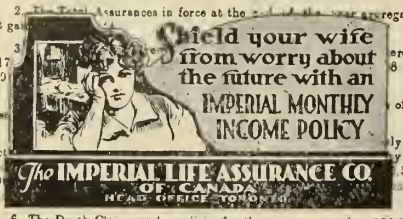
In concluding this review of assets, I am able to say unreservedly that there is not a single investment which is causing the Directors the slightest anxiety.

Hon. S. C. Wood, seconded the resolution for the adoption of the report, which was unanimously carried.

BOARD OF DIRECTORS.

Hon. Sir Oliver Mowat, P.C., G.C.M.G., Toronto.
Hon. S. C. Wood, Toronto.
Hugh N. Baird, Esq., Toronto.
Hon. Wm. Harty, M.P., Kingston.
F. R. Eccles, Esq., M.D., F.R.C.S., London.
S. J. Moore, Esq., Toronto.
T. J. Drummond, Esq., Montreal.
Chester D. Massey, Esq., Toronto.
F. G. Cox, Esq., Toronto.
A. E. Ames, Esq., Toronto.
A. E. Kemp, Esq., M.P., Toronto.
Wm. Mackenzie, Esq., Toronto.
W. Y. Soper, Esq., Ottawa.
Hon. Sir Mackenzie Bowell, Belleville.
H. S. Holt, [illegible]
J. J. Kenny, [illegible]
Charles McGill, [illegible]
T. Bradshaw, [illegible]

At a subsequent meeting of the Board of Directors Hon. [illegible] elected President, and Messrs. A. E. Ames and T. Bradshaw [illegible]


Shield your wife from worry about the future with an IMPERIAL MONTHLY INCOME POLICY
The IMPERIAL LIFE ASSURANCE CO. OF CANADA
HEAD OFFICE TORONTO

Penniless Old Men

You know many of them—men who in their prime made plenty of money, but who spent as freely as they earned. Old age finds them in a sorry plight.

You don't expect to be without means of support when you grow old, do you? Neither did they. But you can escape their bitter experience if you will.

A few dollars saved each year and invested in an Imperial Endowment Policy will provide the means to keep you in comfort in your old age. Or it will take care of your family should death call you early.

Fill out and return the coupon below and we'll send you full information free.

Name. ..... *Age* .....
Address .....
Occupation ..... *Married? Single?*

[illegible] LIFE

Got Your Home Mortgaged?

Then, of course, you'll pay off the mortgage in time. But suppose you should die suddenly—will the mortgagee foreclose? Or will your wife be able to meet the payments?

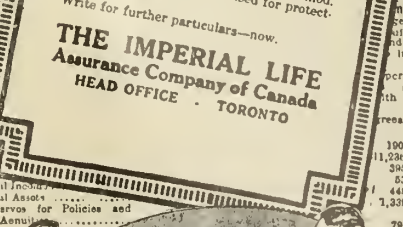
Even if she can pay off the indebtedness won't it make a big hole in her resources?

Well then, why not ensure its repayment, whether you live or die, by means of an Endowment policy for the amount of the mortgage?

Hundreds of men have adopted this method. It is the surest way yet devised for protecting the home.

Write for further particulars—now.

THE IMPERIAL LIFE
Assurance Company of Canada
HEAD OFFICE - TORONTO


Safeguard your family's future with an Imperial Home Protection Policy
The IMPERIAL LIFE ASSURANCE CO. OF CANADA
HEAD OFFICE TORONTO

EVEN a short memory can recall the time when life assurance advertising in newspapers consisted almost entirely of the publication of an annual balance sheet.

Later on a change came about. Newspaper advertisements were published which aimed to sell life assurance in a graphic way. The vivid, personal, direct language of the salesman was used. The reader was "sold" the value of life assurance—he was not merely stormed at once a year with overpowering "annual figures."

This change was inaugurated by The Imperial Life Assurance Company of Canada, of which Mr. Clifford Elvins was at that time, and is now, Advertising Manager.

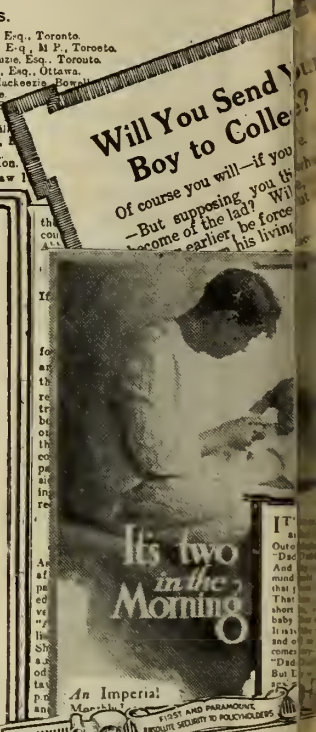
In 1903 the Imperial Life Assurance Company first employed the service of J. J. Gibbons Limited.

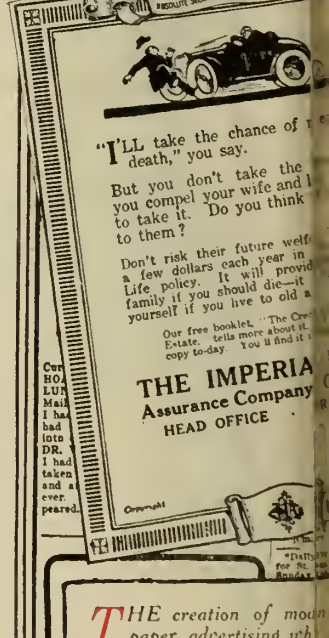
We deem it a high tribute to Gibbons service that the connection then formed exists to-day.

J. J. Gibbons Limited serves as the advertising agency of The Imperial Life Assurance Company of Canada.

We will be glad of an opportunity to discuss advertising with you.

J. J. GIBBONS LIMITED
TORONTO
MONTREAL - WINNIPEG




"I'LL take the chance of death," you say.
But you don't take the you compel your wife and to take it. Do you think to them?
Don't risk their future with a few dollars each year in Life policy. It will provid family if you should die—it yourself if you live to old a
Our free booklet "The Cre Estate" tells more about it. copy to-day. You'll find it
THE IMPERIA
Assurance Company
HEAD OFFICE

THE creation of mod paper advertising wh for attention with activities of latter day pu as one of the real achievem On behalf of The Imper pany, Mr. Clifford Elvins

winter's extreme cold. Sold in ¼ lb. tins, labelled JAMES

d Still Serving

Alone

YOU don't know this girl perhaps. But suppose you did and she came to you for advice! What would you say?

Till yesterday her husband, young and vigorous, had lovingly encouraged her small extravagances and boasted laughingly that his income was ample and growing. He worked with might and main to "gather the fruits of success for his fair trinity at home"—and was succeeding.

But death, swift and relentless, had without warning cut down his guard, and the three he loved more than his own life were now at bay to the world—alone.

If she had come to you for advice—that, briefly, would have been her story.

Her faith was strong. Her husband, she knew, would not leave her with the children to face a financial situation for which there was no solution. Yet when she attempted to calculate the income she would receive from the savings he had left, a panic of fear overcame her.

"The greatest and hardest of her duties now was the one she knew the least about."

Perhaps someone dependent and depending upon you, is destined some day to be left alone—at bay to the world. This is so serious, so appalling a situation that its very contemplation makes thinking men turn cold with apprehension.

That is why we have written "Her Way Out"—to make you realize how serious is the situation which may overtake those for whom you believe no sacrifice or effort is too great.

If, in addition—without the use of technical language or confusing terms—it provides a solution for the dilemma, surely that is another point in its favor, is it not?

We will be pleased to send you a copy of "Her Way Out," free. The coupon below is provided for your convenience. Fill it in and mail it to-day, or a note or postcard will do as well.

THE IMPERIAL LIFE
ASSURANCE COMPANY *of* CANADA
HEAD OFFICE :: TORONTO, ONTARIO

Branches and Agents in all important centres

COUPON

THE IMPERIAL LIFE ASSURANCE CO. OF CANADA
Toronto, Ontario.

Send me a copy of your Booklet "*Her Way Out*"

.....

.....

.....

COPYRIGHT

Human Interest as Presented in an Imperial Life Three-Column Newspaper Advertisement of Today

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 4 FEBRUARY 15th, 1921

Getting Under Their Skin

Driven to desperation by the apparent futility of their efforts to force Canadians to buy Canadian-made goods, the moguls of the manufacturers' association have assumed a threatening attitude. Either we must stop buying foreign-made goods,or Canadian factories will close down and thousands of Canadians be thrown out of jobs.

The threat is not official, of course. But the intention is that it shall be given wide publicity under other auspices, in the hope that the public will become genuinely alarmed and rally to the support of tottering Canadian industry.

Publishers are asked to sound the alarm, and individual business men to pay the piper. The strange logic back of the plan is that if a man won't buy from you willingly, the thing to do is to scare him with the threat that you'll go out of business if he doesn't. This may sound foolish, but it is not more so that the theory of many manufacturers that the only way to get more business is to prevent the other fellow getting it.

Publishers have been sent a series of advertisements, prepared under the direction of the Canadian Manufacturers' Association, with the request that manufacturers and merchants be solicited to pay for their insertion, as a contribution to a campaign to "boost" Made-in-Canada products. The copy is full of pitiable "sob-stuff" such as might belong in an appeal for help for famine-stricken China.

"This is the situation" says one advertisement. "Many men and women are out of work, factories are closing, running short time, wages are dropping and will go on dropping." Another informs us that "Thousands in this Province and elsewhere are out of work. What is more, *they are likely to stay out of work.* They helped to push themselves out of their jobs. You probably gave them a push, and some of the merchants in this neighborhood finished the job."

And why? "All because demand has dropped off. There isn't enough work to go around." All because we have been buying food stuffs, clothing furniture or other articles made by foreigners instead of buying similar articles made by Canadians.

"Many people won't like the truths told in this advertisement. They may get under their skin. Well, the sooner they twinge the better. This is no time for honeyed words and gentle requests. It's time to speak out and see where everybody stands."

We venture the opinion that those most likely to do the twingeing are the manufacturers responsible for these advertisements, and those whom it is their object to benefit. Within recent months there has been much complaint that the newspapers had "unsettled conditions" by needless publicity given price-drops, unemployment, etc. This was what caused the depression, we were assured—regardless of the fact that months previous a depression had set in across the border. Yet now, when there is every indication of growing confidence, the manufacturers' association proposes advertisements in page size which are calculated to make people more panicky, more inclined than ever to hold back avoidable expenditures—and bring about the very conditions against which the advertisements warn us.

It is to be hoped that no publisher will permit, much less encourage, the publication of these advertisements. Their argument is altogether fallacious. Business in Canada is not in as bad a fix as these advertisements would scare us into thinking. The readjustment which is taking place is world-wide and is not due to local conditions. Any unemployment is not due to imports. The business situation is much more unfavorable in the United States—and certainly it is not due to excessive imports in their case. The great bulk of our imports consists of coal, iron and other raw or unfinished materials for "Made-in-Canada" goods—and to this extent increased buying at home would increase our imports.

Even were the situation as serious as these advertisements try to suggest, it most certainly would not be improved by such panicky, pessimistic publicity. It has come to a pretty state of affairs when we have to indulge in this kind of talk to induce people to buy Made-in-Canada goods—and this feeling is aggravated when we see a big store like Eaton's spreading broadcast the impression that Made-in-Canada goods can only be sold by foisting them on the public without profit to the manufacturer or retailer.

It is very questionable whether Eaton's "Made-in-Canada" sale will add anything to the reputation of "Made-in-Canada products. Housewives quote this "sale" and the display of goods in which cheap stuff predominates, as providing every justification for their preference for imported lines. The public's patronage cannot be won on the strength of patriotism, (no reflection implied as manufacturers of second-rate goods who seek to capitalize it are so fond of doing).

This Made-in-Canada and Buy at Home propoganda will never get us anything until it is supported by better business reasons and less "bunk." The shoppers' and buyers' preferences can only be won on merit, and with sound selling strategy.

HOW A FAMOUS ADVERTISEMENT ORIGINATED

Some interesting facts regarding the origin of an old-time and oft-quoted advertisement of Pear's Soap. Popularity obtained through being "issued by the millions."

PROBABLY few advertisements have achieved such world-wide fame as those of Pear's Soap—due no less to their original and human-interest character than to their wide publication.

Interesting facts regarding the origin of some famous Pear's advertisements are given in *Bubbles* Magazine, the house organ of Messrs. A. & F. Pears, Ltd. Regarding the famous "Dirty Dick" advertisement which is reproduced, there has been much misapprehension. Originally it appeared as a 'Punch" cartoon of a Pear's advertisement current at the time, of which a rather unsatisfactory reproduction is shown herewith.

It was in the year 1883 that a certain American actress (still alive at the date of writing) was the talk and admiration of London theatregoers—Miss Mary Anderson, a lady as beautiful as she was accomplished. There were several stars in the theatrical and operatic circle at that period, although few seem to arise in these degenerate days. Madame Patti was at the height of her fame, Mrs. Langtry, and Madame Marie Rose, another prima donna (by the by, both the latter are still alive), and they all gave willing testimony to the efficacy of Pears' Soap for beautifying the complexion. These three beautiful women originated the advertisement entitled "The testimony of The Nightingale, the Lily and the Rose." The writer at the moment holds Miss Mary Anderson's written testimony in his hand, and it is with this lady we are dealing in this article. Miss Mary Anderson wrote: "I have used the soap, which I find the best, for two years with great satisfaction."

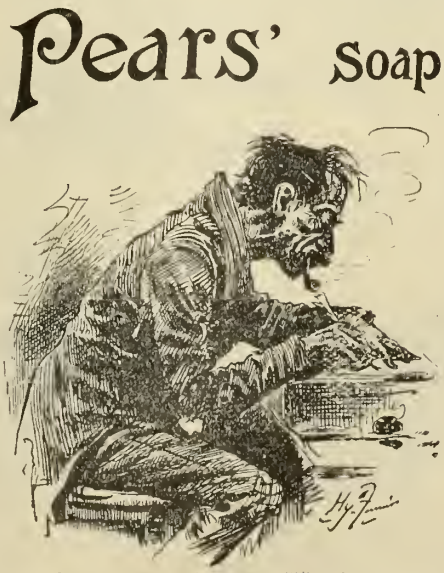
Mr. Barratt at once procured a portrait of a lady at her desk (a reproduction of which, together with "Dirty Dick" will be found illustrating this article) and used it as an advertisement in all the principal publications of the day. The writer was under the impression it appeared on the back page of "*Punch*" about this time—however, that may or may not be.

Among the sketches sent for reproduction in "Mr. Punch's" pages a correspondent sent a very crude skit

PERFECTLY PURE
PEARS' SOAP
THE FAMOUS ENGLISH COMPLEXION SOAP
London, Dec 21, 1883.
"I have used your Soap for two years with the greatest satisfaction, for I find it the very best."
"TO MESSRS PEARS" MARY ANDERSON.
PEARS' SOAP
A Specialty for the Skin and Complexion.
Prof SIR ERASMUS WILSON, F.R.S.
10 INTERNATIONAL AWARDS.
KEEPS THE POREs OPEN
KEEPS THE SKIN SOFT

The original was a half-tone, and appeared in all the principal British publications of 1883.

on our advertisement portraying a very dirty, dilapidated and out-at-elbows man in a similar position to the advertisement of Miss Mary Anderson, with the wording altered to read: "Two years ago I used your soap, since when I have used no other." The drawing was hardly of sufficient artistic merit to reproduce in the famous pages of the well-known periodical, but it was placed in the hands of one of "*Punch's*" foremost artists—Mr. Harry Furniss—who redrew it in the finished style of which he is a master, and it was published in "*Punch's*" issue of April 26th, 1884. This, however, although causing a smile, did not give the popularity to the skit which it afterwards obtained. I would explain that it had hitherto been the custom of the proprietors of "*Punch*" never to let any of their drawings appear as advertisements for any article whatever. It is strange that many artists up till the early eighties' strenuously objected to have their pictures reproduced as advertisements however well the reproduction was carried out. "*Punch's*" very famous cartoonist, Du Maurier, although for years he lived in his apartments over Pears' old retail establishment in Great Russell Street, could never be persuaded to draw an advertise) ment for the still more famous soap-Even Sir John Millais (at first! raised objections to his picture "Bubbles" being reproduced, although he afterwards altered his opinion; but that is a story for another time.



By permission of the Proprietors of "PUNCH."

"Two years ago I used your Soap, since when I have used no other."

This cartoon was inspired by the advertisement above and originally appeared in **Punch**. It was secured by Pear's, re-drawn, and in this form became one of the most famous advertisements ever published.

It was not until 1892 that Mr. Barratt induced Messrs. Agnew to consent to their use of a cartoon as an advertisement, and then not without much correspondence and safeguarding.

In Messrs. Pears' usual modest style, the advertisement was issued by the million, as a poster, as a show-card, as a hand-bill, and, of course, more largely than ever in the press.

From that date the success of the sketch was instantaneous and assured. Mr. Harry Furniss afterwards drew another copy for us in colours. This advertisement does not lend itself to politieal humour, although it has been used times innumerable as a *Tableau vivant.*

* * *

Adertising for Tetley's Tea is being placed in Canadian papers through the N.W. Ayer Agency, Philadelphia.

* * *

The Hamilton Advertisers' Agency has secured the advertising account of the Crown Oil Refining Co., Hamilton.

Owen Sound

The youngest city and the most prosperous.

Population 12,218

The
Sun-Times

(Every Other Day)

Is the only newspaper that covers Owen Sound and district.

Sworn Average Circulation

6,241

Copies

Include The Sun-Times in your daily list—also include The Oshawa Reformer, (Every Other Day).

"All the News While It is News"

Is the motto of

The
Ontario Reformer
OSHAWA

Every Other Day

This policy makes it indispensible to its readers

Every Other Day

Established 1871

Include it on your "daily list"

The Golden Rule Proves Itself

By Val. Fisher.

As late as November 1918 Arthur Nash, President of the Nash Clothing Company of Cincinnatti controlled one of the smallest of the 30 odd clothing factories in his city. His business was of a class known locally as "tailors to the trade" and consisted of sending out books of samples to salesman agents and receiving and executing the orders by post.

The war revolutionized Mr. Nash's ideas on religion and its application to business. On the return of his two sons from the front, he purchased the plant of an even smaller concern than his own and was horrified to find on its payroll a little hunchback at $3.00 (12 per week) and a noble looking old lady at a similar wage.

After consideration Mr. Nash called his workers together and told them that henceforth the "Golden Rule" would be the guiding principle of the business.

The assembled employees—men and women of many nationalities—agreed to the adoption of the 12th verse of the 7th chapter of Matthew:

> "Therefore all things whatever ye would that men should do to you, do ye even so to them; for this is the law and the prophets."

as their new standard of business practice, and they further agreed to a rearrangement of wages under which the hunchback and the old lady received a minimum of $12.00 per week, the difference coming from those receiving the highest rate of wages. This occurred during one of the worst production slumps in the trade, already other clothing firms in Chicago and Cincinnatti were rotating their help on a 40% production basis.

Mr. Nash's action brought him much condemnation from his friends. His sons predicted ruin in short order, but feeling that he would rather lose his business than his idealism, Mr. Nash returned to his farm to wait the threatened breakup. Three months later he called for a balance sheet and was amazed to find that the workers had turned out more clothes than ever before—production had increased almost 300% with a corresponding decrease in cost.

This increased rate of production, carrying with it a proportionate increase in wages, continued until, in July 1920, new quarters were rendered necessary. A seven-floor distillery (made vacant by prohibition) was leased, the Bankers advancing $50,000 towards removal and re-equipping. Mr. Nash then told his workers to get their friends to come and learn the trade. In a few weeks each original worker was training two friends—the business

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR JANUARY

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	JANUARY 1921					JANUARY 1920		
MacLean's Magazine	2	700	28,598	801	40¾	24,479	843	36
Western Home Monthly	1	720	12,349	1,419	17¼	15,915	2,254	25
Everywoman's World	1	800	10,952	2,132	14	15,898	1,647	22
Canadian Magazine	1	224	8,910	1,330	39½	9,826	920	48
World Wide*	4	700	6,159	.....	8¾	4,557	.....	7¼

size changed to 700 lines the first of the year.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR JANUARY

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	JANUARY 1921						JAN. 1920
Grain Grower's Guide	4	720	45,538	955	176	46,669	66,713
Canadian Countryman	5	700	31,372	4,762	100	36,234	45,690
Farmer's Advocate (Winnipeg)	4	720	29,735	1,097	112	30,944	45,608
Farmer's Advocate (London)	4	720	29,318	9,110	....	38,428	x 56,202
Nor'West Farmer	2	720	26,766	3,137	190	30,093	43,791
Canadian Farmer	5	700	22,353	3,245	1,201	26,799	*x 35,997
Farm and Ranch Review	2	720	20,853	1,060	384	22,297	34,292
Farmer's Magazine	2	700	16,839	878	285	18,002	28,800
United Farmer's Guide	4	720	16,190	830	....	17,020	not checked
Maritime Farmer	2	672	13,753	1,348	1,219	16,320	20,975
Farm and Dairy	4	700	9,793	2,486	288	12,567	x 33,930
Family Herald and Weekly Star (Eastern)	4	940	54,952	240	6,060	61,252	86,061
Family Herald and Weekly Star (Western)	4	940	53,907	240	5,844	59,991	not checked
Ottawa Farm Journal	8	2,432	48,438	5,647	5,114	59,199	*x 86,689
Farmer's Sun	9	2,400	43,484	614	3,007	47,105	xxx 48,128
Farm and Home	4	1,025	41,480	164	1,852	43,496	x 34,191
Free Press Prairie Farmer	4	1,180	24,824	168	9,502	34,494	xx 38,757
Montreal Weekly Witness	4	2,100	5,009	.....	4,028	9,037	20,892

x—5 issues; xx—2 issues; xxx—6 issues; *x—9 issues.

Canadian Countryman Stands High with N. K. Fairbank Co. on Gold Dust and Fairy Soap Advertising

THE N. K. FAIRBANK COMPANY
LIMITED

OFFICE
240 ST. JAMES STREET
MONTREAL

FACTORY
ST. PATRICK STREET
VILLE LA SALLE

CANADA FOOD BOARD LICENSE NO. 3 215

The "Canadian Countryman,"
154 Simcoe St.,
Toronto, Ont.

Dear Sirs:- For attention of Mr. T.J. Tobin.

We have for a number of years been using the "Canadian Countryman" as a medium of advertising our soap specialties and consider the "Canadian Countryman" one of the two leading farm publications in Eastern Canada. It is a publication which we always take into consideration in making up our advertising appropriation.

Yours truly,
The N. K. Fairbank Company Limited
Manager.

LET
Direct-by-Mail Advertising
Build Your Business in 1921

From the preparation of copy, art work, and engravings, to the mailing of the finished product, is the complete service we offer you.

Phone Junction 6204 or write us about your advertising campaign.

❖

West Toronto Printing House
HENDERSON & GALBRAITH, Props.
1945 ST CLAIR AVE. TORONTO

In Kitchener Every Tenth Person Owns a Car

Get in touch with these motor car owners through the advertising columns of

THE DAILY RECORD
Only A.B.C. Paper in Kitchener

Special Auto Show Number

will be issued March 18th for Kitchener's Third Annual Motor Show.

Rates from any recognized agent or direct

The
News Record, Limited
Kitchener, Ont.

all the time growing by leaps and bound and wages increasing with output.

At this stage the salesman agents petitioned for a raise in selling prices—the public would stand it, they said. Mr. Nash called the workers together. He told them that the Golden Rule would say that you should not sell to a man at a higher price than you would want to pay if you were in that man's place. The workers agreed and, based on production costs, etc, they fixed the retail selling prices of Nash suits at $16.50 to $29.00 as against current prices ranging from $50.00 to $100.00 (approximately 20) common throughout the country.

Let Mr. Nash tell the story of the first year's working under the Golden Rule:

"At the end of the first year our balance showed that we had made a profit of $42,000 (forty-two thousand) after paying all working expenses and several increases in wages, and this on a capital of $56,000. I was chagrined. I do not believe that any man has a right to make such a large profit out of other men's labor. So I went to my workers and again (they had previously refused) urged them to agree to some form of profit sharing. They at first objected, wanting it in increased weekly wages based on production, but this time I convinced them and they voted unanimously for a profit sharing plan. We also increased wages 10 to 20%. Then in February I found to my astonishment that despite this last wage raise, production costs were lower than in December. The Golden Rule had proved itself."

Mr. Nash has always recognized the right of workers to organize and has been in favor of the unions. The Nash profit sharing-plan is union wage scale, 7% for capital invested, and any profits remaining to be divided half and half between capital and labor.

A feature of this scheme was that profits are divided on the basis of salaries earned, thus the higher paid workers get the lion's share of the profits.

One day a petition signed by all workers earning over $60.00 (12 per week) was presented to Mr. Nash. It asked that the profits be divided on a basis of time worked in lieu of the old system, so the little hunchback should receive the same share as the highest paid worker.

The full significance of Mr. Nash's experiment can be properly gauged when compared with figures relating to the clothing trade generally during the period covered by the experiment.

In September 1920, 600,000 needle workers were out of employment. Manufacturers were working on the lowest production basis within years; retailers bowing before the storm of public opinion were frantically cutting prices by an average of 25%; cancellations on the Manufacturer by the Retailer and on the Woolen Manufacturer by the Manufacturing Clothier were the order of the day. Yet during the first six months of 1920 the Nash Company did $81,000 more business than in the *whole* of 1919, and during June 1920 it did a business equal to its total turnover in 1918.

The final tout of the skeptics—and they were legion—was brought about by a move which had its birth in workrooms instead of the offices of the Company. During November 1920 the 500 employees voluntarily offered to surrender their jobs for one month

REJUVENATED

This company has emerged from a difficult position, a result of growth beyond our capital previous to the war.

During the last year we have strengthened our position in many ways.

Among these are:

New Premises

The new premises at 51 Wellington West are about 25% larger and 50% more efficient than the former premises.

Job Printing

In addition to our own papers we now print two issues of *Marketing* each month and six issues of other periodicals.

Service Department

We now supply copy for nearly one hundred advertisers in our papers.

Montreal Territory

Mr. Charles Clarke has been permanently appointed as our agent in Montreal.

Toronto Territory

We have added four men to our staff in the Toronto office in the past year or so.

The
COMMERCIAL PRESS
Limited
51 Wellington W., TORONTO

Publishers of:
The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

240% GAIN

in volume of business

FARM AND HOME

records the greatest increase amongst Canadian Farm Papers, and has the biggest lineage of any farm paper west of Winnipeg.

BECAUSE

British Columbia is the only field in Canada that is COVERED BY ONE MEDIUM. NO WASTE. NO DUPLICATION. An open and shut proposition—reach ALL the 25,000 farmers in B.C. by the ONLY paper that covers this $85,000,000 market.

Over 25,000 Circulation. A.B.C.

VITAL FACTS:

	Nov. 1919	Nov. 1920	Gain	Loss
Farm and Home	**17,913**	**61,201**	**43,288**	.....
Ottawa Farm Journal	67,522	68,654	1,132	.....
Grain Growers' Guide	85,147	62,290	.....	22,857
Family Herald & Weekly Star	99,289	81,549	.....	17,740
Nor'-West Farmer	61,811	49,437	.....	12,374
Farm and Ranch Review	47,917	38,345	.....	9,572

Figures from "Marketing" December 15th, 1920

Further Information from

F. W. Thompson
100 King Street W.
TORONTO

F. Calder
22 St. John Street
MONTREAL

Gilman, Nicoll & Ruthman
World Building
NEW YORK

C. W. Wallis
1243 First National Bank Building
CHICAGO

or

FARM and HOME, 137 Pender Street West, VANCOUVER, B.C.

The Most Reasonable "Buy"

to-day among the Farm Papers in Canada is, undoubtedly

The

Ottawa Farm Journal

Although newsprint has advanced 30% since last year, postage and express charges 300%, and large increase in wages by agreement with Trade Unions have to be met, still its rates for 1921 of

12 Cents per Agate Line Flat

or, .0048 per line per 1,000 remains by far the lowest of any rural medium.

But lowness of rate **alone** would not substantiate this claim.

Ottawa Farm Journal circulation is peculiarly valuable because so remarkably concentrated.

Less than 500 of its 25,000 circulation is distributed outside the 17 counties of Eastern Ontario and English-speaking Western Quebec.

It goes into 8,000 more homes in this territory than any other Farm Paper.

Its constitnency, reached exclusively by rural mail route, is unsurpassed in point of prosperity and progressiveness. Its many practical community activities have earned for it the goodwill of its readers and gained their confidence. More than 200 address personal letters each week to its Editors on matters affecting their farming and home interests. It is conducted by men at once practical farmers and trade journalists.

Surely the prosperous agriculturists of the Great Central Dairy Belt should figure prominently in your plans for 1921.

THE OTTAWA FARM JOURNAL is the one medium at your disposal to reach them economically and effectively.

Ask any Advertising Agency !

THE OTTAWA FARM JOURNAL

OTTAWA, (Member A.B.C.) CANADA

BRANCHES :—

TORONTO
J. B. Rathbone, Manager,
95 King St East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES

Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg

BOSTON—Old South Building

in order to provide work for that period for an equal number of the unemployed from neighboring factories. It was this last development which drew the attention of American business men to the experiment and from the interest displayed by individual Manufacturers, Chambers of Commerce, etc, it seems probable that the experiment will be largely copied.

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Now Nationally Advertised

CREAM of the West Flour is now being advertised nationally. For many years this brand was controlled by The Campbell Flour Mills Company, Limited, of West Toronto, which Company amalgamated late in 1920 with The Maple Leaf Milling Company, Limited. The Campbell people did an extensive domestic business in Ontario and the Maritime Provinces and, with the aid of consistent advertising, their Cream of the West Flour became well-known. The principal trade of The Maple Leaf people was export business although, under the brand name "King's Quality," they did quite a volume of domestic business, particularly in certain sections of Western Canada. As a result of the amalgamation the brand name, Cream of the West, has been adopted for the top patent hard wheat flour produced by the Maple Leaf people at all its different mills and the advertising of this well-known brand is now appearing in publications from Sydney to Victoria. Daily and farm papers are being used as well as an extensive list of country weeklies. In British Columbia and Alberta the advertising is being done in the name of the Hedley Shaw Milling Company, Limited, a subsidiary concern. The campaign has been prepared and placed by the James Fisher Company, Ltd., advertising agents, Toronto.

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Mr. C. J. Patterson, one of Canada's foremost commercial artists has left Toronto to become connected with the London Printing and Lithographing Company of London, Ontario. Mr. Patterson's work in the designing of artistic calendars, hangers, cutouts and various kinds of color work is well-known.

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The Montreal *Herald* complete job printing equipment is going under the hammer, as part of the estate of the late Alfred Leithhead. The final date for receipt of tenders was February 5, and interest has been very keen to see what will become of the long established *Herald*, a much more famous paper in its day than it is now. Newspaper men recognize in it, however, a very remarkable opportunity, there being but two other English-speaking dailies in the city. Cook and Magee, attorneys, set a value of $500,000 on the outfit, which includes linotypes, monotypes, presses, type, furniture, work in progress, goodwill of the *Herald*, two Goss quadruple perfecting presses, a Scott sextuple press, stereo and etching machinery, together with book debts. Although advertised as the estate of the late Alfred Leithhead, it is generally believed amongst local newspaper men that the *Herald* is, like the Montreal *Star* and the Montreal *Standard*, the property of Lord Atholstan.

STABILITY

It is not too much to claim that OTTAWA—the Capital City—is, financially, the most stable community in Canada with a per capita wealth far in excess of any other city.

The very large permanent Civil Service Population—the highly-paid mechanics in the lumber industries—the largest railway pay-roll—have stabilized conditions in the Capital and there is little fluctuation in the general income.

In addition during the Sessions of Parliament (approximately six months in each year) an estimated amount of $3,000,000 is spent by members of the House, their families and Secretaries, not to mention the small army of newspaper correspondents and the extra clerical and other help required.

This is a business turnover enjoyed by no other city.

Small wonder that Ottawa has become the favorite try-out ground for many new National Advertising Campaigns.

Its two great Dailies the

Citizen and *Journal*

completely cover the Ottawa Field. Newpapers from outside points are in no sense competitors—the Ottawa Dailies render a splendid service which has been recognized by advertisers in the largely increased volume of business entrusted to them.

Advertising at the moment in the Ottawa Daily Press has remarkable possibilities.

Ask any Advertising Agency

The Ottawa Citizen
Morning—Evening

The Ottawa Journal
Morning—Evening

SERVICE

Want Service in Quebec?

Our reports are far famed.

The Telegraph ALWAYS

The Brantford EXPOSITOR

The only daily paper published in Brantford, covers the thickly populated industrial area of which Brantford is the centre almost 100 per cent perfect. The Expositor is a metropolitan paper in make-up, size, quality and variety of contents.

Alone in a Big Field

Within its trading zone live 100,000 people, including a rich farming section, most of whom read the Expositor.

It is a big field, covered in a big way—one which no national advertiser can afford to neglect. Ask any agency or ask us about it.

A. B. C. Circulation, 10,506

The only Daily Newspaper published in the counties of Brant and Norfolk

Slump Has Run Course

Renewal of activity near is opinion of Harold F. Ritchie's sales organization.

ONE of the marked characteristics of the recent conference of the sales force of the Harold F. Ritchie Co., Limited, was the spirit of optimism with regard to the business outlook. The general feeling of all the representatives in attendance was that the period of depression had about run its course, and that a widespread renewal of business activity was due in the immediate future.

So extensive has the territory covered by Mr. Ritchie's sales organization become that the reports of the various representatives give a fairly authoritative view of conditions not only on this continent, but throughout the world. Attending the conference are 35 of the Canadian staff, 31 from the United States, and four representing the other fields covered.

Incidentally the development of the Ritchie organization constitutes one of the romances of Canadian business, and an evidence of the ability of Canadians to do big things. It is of purely Canadian origin and a large percentage of those connected with it are Toronto men.

Nineteen years ago a young man, whose principal possessions were a great deal of ambition, confidence in himself and the courage to back an opinion, came down to Toronto from Manitoulin Island and secured a position with a small local firm as traveling salesman. Three years' work for this firm gave him an idea of the possibilities of the work in which he was engaged, and incidentally, because of the abilities he had displayed, earned him the title of "Car-lots" Ritchie. To-day he is the head of a sales organization believed to be the largest in the British Empire, and one which is expected within the next five or six years to become the biggest in the world.

Big Selling Force

Leaving his first employ, Mr. Ritchie entered the selling business for himself. About twelve years ago he organized the Harold F. Ritchie Co., Limited, to conduct the sales of a number of large English firms who were exporting to Canada and whose agencies he had secured. Of this company Mr. Ritchie was president, with W. J. Millsap and S. G. Amsden as directors. Since then there has been added to the directorate Charles M. Henning as secretary, and Ruthven Hay as sales manager.

This company's activities met with phenomenal success and a few years ago at the urging of several of the English principals, Mr. Ritchie established a similar sales force in the United States, organizing the Harold F. Ritchie Company, Incorporated, with the head office in Toronto and the United States office in New York. In this firm was included E. B. Thauburn, as secretary, and W. A. Armstrong as sales manager of the American company.

In January, 1920, another extension took place and a third company, the British Harold F. Ritchie Company, was organized and under it sales forces are operating throughout the British Isles, Australia, New Zealand, Tasmania, the Philippines, China and Japan, and South America. Major T. T. Kirkby, of Winnipeg, is managing director of the

United Kingdom organization; Capt. J. Ross Orr, formerly of Toronto, of the Sydney, Australia, office; J. L. Sheater, of Toronto, in South America, and D. C. Nixon, in China and Japan.

Mr. Ritchie's work has been marked by extraordinary ability as a salesman, as a director of methods of merchandizing and as an organizer and selector of men.

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Montreal Office for "Guide"

The Grain Growers' Guide of Winnipeg and United Farmers' Guide of Moncton have opened a Montreal office at St. Anne de Bellevue, where the United Farmers' Guide will be printed commencing with the February 9th issue.

John A. Macdonald has been transferred from the Toronto office to have charge of advertising in the Montreal territory. A revision of rates has been announced by both papers.

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A freak suggestion to solve the housing problem was made by A. B. Ware at a recent luncheon of the Montreal Publicity Association, that the Dominion Government be asked to supply wall or bell tents suitable for family use, to be erected on vacant lots in the city. Except as a humorous solution of the problem, one wondered who else was vacant. A committee of ten was appointed to deal with recommendations looking to a solution. Clifford M. Elvins, advertising director of the Imperial Life Insurance Co. gave a very interesting address on Direct Advertising which, as he explained, had to do with letters, circulars and other agencies of direct communication between seller and buyer.

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We can only get ahead by adapting ourselves to change, growth and progress.

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W. W. Emerson, assistant business manager of the Grain Growers' Guide, Winnipeg, was a visitor in Toronto during the first week of February. He reports marked success with the Guide's plan for securing the co-operation of its readers with its advertisers. Under this plan subscribers advise the Guide office when they are in the market for various items of farm equipment, etc. and names are then reported to advertisers as live prospects. Many hundreds of leads have been furnished Guide advertisers within recent weeks in this way, which naturally proves highly pleasing to automobile, tire, implement and other manufacturers benefiting by the plan. He says the Murray boycott is not affecting the Guide as seriously as it was feared it might do. On the contrary, it has greatly stirred the readers' interest in the Guide's advertising columns, with consequent benefit to those seeking their trade. Much additional business is being secured for this reason. Meantime political capital is made of the boycott in the farmers' organizations to an extent that Eastern manufacturers may have cause to regret.

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Ability to save time is, as a general rule, the most accurate gauge of personal efficiency.

WASTE IN ADVERTISING can be easily averted by calling in a reliable agent at the inception of a new product. The agency should coöperate with the manufacturer from the choosing of the name to the determining of the selling policy.

Some services we perform for our clients

1—Invent suitable names for new products.
2—Design packages and containers.
3—Conduct market investigations and research work.
4—Prepare plans and estimates for all kinds of advertising.
5—Write copy and buy art work.
6—Set the advertising in type.
7—Provide electrotypes, stereotypes and mats for newspapers and magazines and dealer advertising.
8—Check up the advertisements.
9—Plan, write and place trade paper advertising.
10—Supply dealer helps and follow-up matter.
11—Design window and counter-cards, etc.
12—Offer at all times expert advice and coöperation toward the solution of advertising and merchandising problems.

"It's all in the Service"

NORRIS-PATTERSON LIMITED
ADVERTISING

TORONTO MONTREAL

Rates Revised

20c. to 18c. a line

Circulation
20,000
Guaranteed

Largest farm journal circulation in its field

Applicants for Membership in A.B.C.

The
United Farmers' Guide

Head Office: MONCTON, N.B.

Branches at

TORONTO 53 Yonge St. | NEW YORK 1478 Broadway | MONTREAL c/o Gardenvale P.O., Que.
and at 290 Vaughan St., WINNIPEG

Two Kinds of Buyers

When you go out to buy an automobile, you look over the various makes of cars and ask a few general questions about their operations. Then you imagine yourself in one of them as other people will see you; you imagine yourself attracting the attention of friends and neighbors while driving along the road or street; you may even imagine that they are envious of you,—especially if you are driving a super-six, a big six, or an eight or twelve cylinder car. In buying that car, you usually buy the biggest car your pocket book will afford and buy it regardless of the economy of upkeep, regardless of the number of miles per gallon of gasoline,—you buy because you come to like a certain car that suits your fancy.

But how different it is if you are buying a truck or a car or cars for your travellers. Then it becomes a matter of exact figures, of upkeep, of efficiency for a certain specific purpose. The dealer must show you facts and figures.

Too many men who buy advertising are alike the average buyer of a pleasure car, and all too few are like the buyer of trucks. The vital fact is that the latter class of buyers makes the most out of its advertising,—it gets the greatest results.

Paying tribute to the unseen—"It is surprising the number of business men who seem quite unconcerned about what they get for their money so long as it can be charged to advertising. Other bills coming into the office are carefully checked, often rechecked, to show that the goods paid for have been delivered and are as represented, but for some strange reason these business-like precautions are ignored when the "goods" are labelled "advertising."

Some men decide they must spend so much money in advertising. They sit down, dash off some copy, sending it over to the paper and call it advertising. Others call up the first advertising agency on the list, or that they think of, and tell the agency they want to spend so much money, regardless of the fact whether that agency specializes in their particular field or is one of the better class of agencies. They want to see some copy in the paper, pay the bills and call it advertising. This may seem extreme, but is just what often happens.

I have had telephone calls to come and get the copy and have had to wait until it was dictated and transcribed. That copy is called a "sales-letter." Even today I too often get reports from my boys that they had to wait while the copy is written.

But note this, "The essence of science is precision and pre-vision" says Herbert N. Casson. The buyer of the truck uses "precision" and pre-"vision." When you have "precision" and "pre-vision" coming into your advertising work, you are going to get results,—and results are what you want—results in new business that renders a service to consumers and makes dollars and cents for you.

CHARLES S. WIGGINS.

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On frequent occasions one successful manager calls one or another of his assistants or department heads in to discuss the details of his work. This is done without warning and gives the boss a good line on the worker's efficiency.

Making Britain's Press Speak

(*Continued from page 111*)

and advertising appropriations be productive of best results."

The Example of Canada And The United States.

Before the *Daily Mail* campaign for Net Sales Certificates began, many space-buyers in Great Britain knew nothing about the Audit Bureau of Circulations; but the *Daily Mail* has done a good deal to inform this ignorance, and it is being suggested that there shall be established in this country a comparable auditing organization; but one bar to the realization of this desirable thing is the lack of organization among space-buyers.

While it is true that there is an association of advertisers in this country corresponding more or less closely with the Association of National Advertisers in the United States, and, with the Association of Canadian Advertisers, in Canada, it is also true that this British body is not very robust, not very coherent, and none too well esteemed. Recently its secretary, through an error of judgment, gave his association a black eye. Also, he or some others, gave it a very cumbersome name—the Incorporated Society of British Advertisers, or the I.S.B.A.

The English people dearly love the words, "Incorporated Society." If the society had been named Association of British Advertisers—or A.B.A. it would have been better in my judgment.

Canada is Praised.

The references to Canada's example, in connection with the Net Sales Campaign, have been many. Here are some of them:

"In Canada advertisers forced the newspapers to disclose their net sales."

"We are at least ten years behind the United States and Canada."

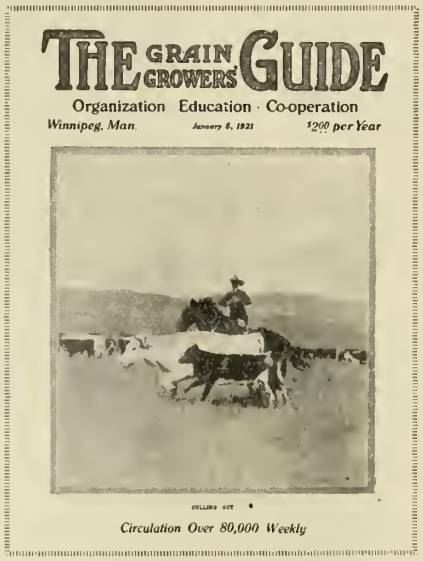
"In Canada this is easily decided (the actual number of copies sold, not printed, and where the copies are sold)."

"On the question of certified figures there can be little doubt that the English newspaper world lags behind the Canadian System."

"Advertising is developing here as in other countries, but in the live young Dominions of Canada and Australia, it has gone far ahead of the United Kingdom."

"Slowly, but, as is his way, surely, John Bull is awakening to the fact, long known to his Canadian, Australian and American cousins, that advertising is a mighty force in commerce."

"1921 will change all that (ignorance of circulation figures) as it has



Rates Revised

72c. to 65c. a line

Circulation 82,000 Guaranteed

Largest farm journal circulation in its field.

Member A.B.C.

The

Grain Growers' Guide

WINNIPEG, MANITOBA

Branches at

TORONTO 53 Yonge St.

NEW YORK 1478 Broadway

MONTREAL c/o Gardenvale P.O. Que.

and at MONCTON, N.B.

Manufacturers

Keep your eyes on new markets!

Are you doing business in Newfoundland?

If you want your products established in this territory write

Gerald S. Doyle

St. John's, Newfoundland

Manufacturer's Agent

Over 18,000 Families

95% of them living in their own homes

A compact, well-to-do, steady-going, population — 100% English-speaking. A market worth winning, and once won, not easily lost. That's

Prince Edward Island

the richest province per capita in the Dominion, where the people live well, spend wisely and liberally, and are most industrious and prosperous. Reason enough for using the

Charlottetown Examiner

Every Evening

J. R. BURNETT, *Publisher*

been changed in Canada, Australia and the United States."

"Compel competing newspapers to do what is obligatory on every Canadian and American publication."

"Not only will U.S.A. and Canadian journals state their total sales, but they will supply a list of the number of copies sold (in specific territories.)"

Commendation From The U.S.A.

From the U.S.A. came a cable from *Printers' Ink* reading:—

"Audit Bureau of Circulations has proved successful beyond expectation of its founders. Has stablised in the United States the entire publishing and advertising industries.

Also a cable from Marshall Field and Co., reading: We are in favour of publications making known their net sales. Audit Bureau of Circulations in America has done excellent work in bringing this about."

From John Irving Romer of *Printers' Ink* came a long cable, as from the Audit Bureau of Circulations on the occasion of its annual meeting. The cable, sent to the *Daily Mail*, applauded the Net Sales Campaign in Great Britain. His message concluded with these words:—

"We believe in America that the more the searchlight is thrown on net sales in Great Britain, the more advertising will grow. This is the lesson taught by our whole advertising industry."

The Net Sales Campaign evoked from a German newspaper, the *Lokal-Anzeiger*, a net sales certificate showing net sales of 213,000 copies.

"Keying" Advertisements.

The keying of advertisements is urged by the *Daily Mail* as one means of ascertaining the "pulling power" of a media, and as from January 1st, 1921 the *Daily Mail* will insert no mail order advertisements unless they are keyed.

I'll Write Your Ads!

If you do not have an advertising manager, obtain my services at your office for a few hours each week. The planning, arranging and attending to the advertising details will be done as you need it for a reasonable remuneration.

FREDERICK M. HAHN

931 College St. : : Toronto

Telephone College 7894

NOVELTIES & SPECIALTIES

For Local & National ADVERTISERS

The Sellers Agency 100 King St. West Toronto

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

WITH SPACE AT A PREMIUM

DENNISTEEL

Made in Canada

MATERIAL CABINETS—for the storing of stationery, books, etc.

LOCKERS—for the personal belongings of your employees.

SHELVING—for the workshop or the factory.

The installation of any or all of this equipment, as the case demands, solves the space problem, and promotes tidiness and efficiency.

Then, too, they are everwearing and FIREPROOF.

WE ALSO MAKE: Steel Bins, Steel Lavatory Compartments, Steel Chairs and Stools, etc., Ornamental Iron and Bronze, Commercial Wirework of all kinds, General Builders' Ironwork.

Halifax Montreal Ottawa Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED

LONDON

Hamilton Winnipeg Calgary Vancouver

I have provided this over-long contribution on the subject of the Net Sales Campaign in Great Britain because the campaign, joined to the International Advertising Exhibition held last November-December, is a yeast making cellular the British advertising mind. The development of British advertising is certain to be accelerated when the blight on it of hidden sales is removed. The annual waste of £25,000,000 on profitless advertising, which someone says is the case, will be reduced; and the £100,000,000 now said to be spent annually on advertising in Great Britain will yield results so great that advertising as a Sales Force will be employed in larger measure by more persons, firms, companies, corporations and institutions.

Also, the development of efficient advertising in Great Britain means, sooner or later, more advertising for Canadian publishers.

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Results of Quicker Turnover

Advertised quality goods make quicker turnover than any other kind. Recently a well known newspaper of national reputation discovered that advertised goods were turning over three or four times faster than those that were not advertised and comparison of advertised and non-advertised goods were made by this newspaper. The amount of capital invested in stock was the same in each case—$10,000. It was assumed that profits were 10% of the sales.

Here are the results:

NON-ADVERTISED GOODS

$10,000	Capital.
40%	Mark-up.
$14,000	Retail value of stock.
3	Number of Turnovers.
$42,000	Total business for the year.
10%	Percentage of net profit.
$4,200	Net profit at end of year.

ADVERTISED GOODS

$10,000	Capital.
20%	Mark-up.
$12,000	Retail value of stock.
6	Number of turnovers.
$72,000	Total business for the year.
10%	Percentage of net profit.
$7,200	Net profit at end of year.

It will be seen that, though the mark-up was twice as large in the case of non-advertised goods, yet they yielded a smaller profit than the advertised. This is due solely to the fact that the turnover of the latter was twice as fast.

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The Quebec Telegraph has appointed Mr. Frank Phillips, well known in Canadian newspaper circles, news editor.

❦ ❦ ❦

An extensive campaign for advertising of Korein tabules, an obesity remedy, and of Kotalko, a compound for the hair and scalp, will be carried in Ontario newspapers and some other Canadian periodicals, through the Scott & Scott Advertising Agency, New York.

CREATION

IT is an advertising agency's business to create—to create a demand for the products of our manufacturer clients—to create confidence in the financial houses and enterprises whose advertising we direct.

During the five years since the birth of this agency, we have piloted a number of small advertisers to positions of national leadership.

Their business has rightly increased with the advance of their advertising.

Their advertising has rightly increased with the advance of their business.

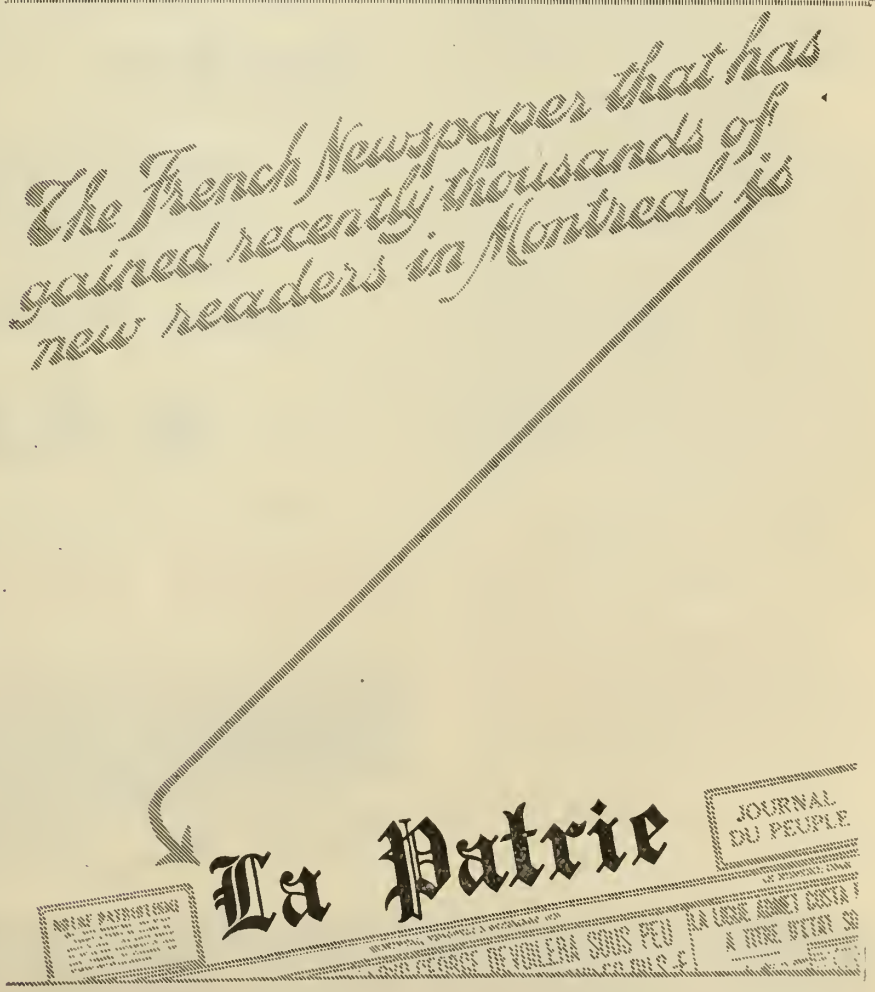
If your product or your proposition is a worthy one we can create a market for it, or increase the market that is already yours.

Consultation costs nothing.

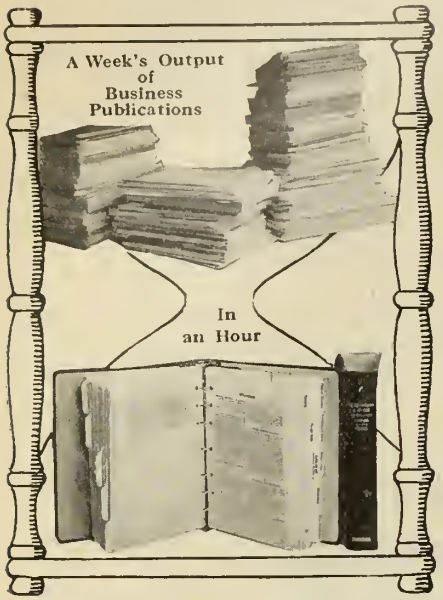
Federal Advertising Agency

T. H. YULL, Director

306-308 Dominion Savings Bldg., LONDON, CAN.



Are You Missing Valuable Ideas Each Week?



Do you have time to go through the magazines that come to your desk in search of the ideas you need for your business? The ideas are there—somewhere in that pile of papers, magazines and house organs—meant for you, and worth money if you use them.

There's a 60-minute method of going through business literature each week—a trip through the land of "BUSINESS IDEAS"—and back to your desk in an hour.

The BUSINESS Information Service

Used by American Express Co., Sun Life of Canada, Merchants Bank of Canada, Montreal Gazette, George A. Touche, Riordon Pulp and Paper Co., Queens University, Dominion Canners, Laporte-Martin, Ltd., U.S. Steel Corporation, and hundreds of other progressive concerns, in every line of business.

Digests, classifies and cross indexes over four million words from seven hundred publications each week, presents its findings in compact, neat and legible form so that you can get in less than an hour the ideas that you now miss entirely—ideas from articles you hadn't time to read, from publications that you never see.

How the country's leading firms and corporations are eliminating the element of chance in securing the newest business ideas, how they get these ideas in condensed, usable form, ready for adoption in each business department; how a research staff co-operates with them in gathering information on special subjects—*fully explained in this 64-page book, free to Business Executives.*

PRENTICE HALL, Inc.
70 Fifth Ave., New York City, N.Y.
Canadian Office
55 St. Francis Xavier St., MONTREAL

.....MAIL THIS COUPON AT ONCE.....
6116

PRENTICE HALL, Inc.
70 Fifth Ave., New York City

Please send me, without obligation, your 64-page book, "BUSINESS IDEAS," which tells clearly and exactly all about this important service.

Name.....
Position.....
Firm.....
Address.....

Changes at Willys-Overland

Among the changes in the Willys-Overland organization effected reeently were the promotion of J. R. Marlow, Montreal branch manager, to be secretary treasurer and supervisor of sales, assuming the duties formerly performed by Messrs McKay and Dover. Mr. Marlow has been in Montreal since 1915, and was formerly sales manager of the Russell Motor Car Company in Toronto.

Miss Miriam Marshall, B.A., has joined the copy staff of Thornton Purkis advertising agency, Toronto.

The advertising of the Sheet Metal Products Co., Toronto is now being placed through the James Fisher Company.

Advertising Promotion Manager Wanted

The Canadian Daily Newspapers Association requires a Manager for its department for the promotion of advertising in Canadian daily newspapers.

This position calls for a man with proven ability in selling daily newspaper advertising—a man with good address, strong personality, capacity as an organizer, and accustomed to meeting business executives.

A good salary will be paid.

Apply by letter, stating qualifications and experience. to

Canadian Daily Newspapers Association
902 Excelsior Life Building, TORONTO

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS — CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

SHOW MAXIMUM GAIN IN PURCHASING POWER

BABSON, the famous American statistician, in his composite map of the purchasing power of districts and cities, just issued, shows that the only provinces in Canada with a maximum gain, compared with a year ago, are the three prairie provinces:

SASKATCHEWAN
MANITOBA AND ALBERTA

SASKATCHEWAN, with field crops for 1920 valued by the Dominion Bureau of Statistics at Ottawa at $412,406,000 as compared with the combined valuation of $341,242,000 for Manitoba and Alberta, therefore stands easily first among the provinces of Canada, so far as the present purchasing power of its population is concerned. What about your 1921 advertising appropriation? Have you included Saskatchewan's greatest Morning and Evening publications? For full particulars as to rates, etc., ask any advertising agency, or

The Morning Leader Regina, Sask.
and ***The Regina Daily Post*** Regina, Sask.
(Evening)

Toronto Representative:
E. J. Guy - 302 Royal Bank Building

Montreal Representative:
E. L. McArthur . 224 St. James St.

buy by rigid comparison

The *New* Newspaper Situation in Halifax

DURING the last six months of 1920 a change of outstanding importance took place in the newspaper situation in Halifax.

Believing that Advertisers, who are paying out their money for advertising space, are entitled to ACCURATE INFORMATION regarding this change, and to REFUTE MISREPRESENTATION, and for no other reason, these facts relating to the situation which NOW exists, are placed before the public.

Since the beginning of 1920, THE HALIFAX HERALD has made great strides forward. TO-DAY The Herald stands ***FIRST*** in the morning newspaper field.

The NEW situation is that THE HALIFAX HERALD leads its only competitor in the Nova Scotia morning newspaper field by approximately ONE THOUSAND NET PAID circulation daily.

Figures compiled for all four papers from an INDEPENDENT source, which have recently been made public, show the following official circulation figures of the four leading daily papers in Halifax, at the end of the Third Quarter of 1920:

NET PAID Daily Average	
THE EVENING MAIL	**15,885**
THE HALIFAX HERALD	**10,003**
Total	**25,888**
The Morning Chronicle	9,469
The Evening Echo	7,277
Total	**16,746**

These figures, it should be borne in mind, are not "claims" or "estimates made by Publishers. They are REPORTS from an INDEPENDENT source. They are the latest authentic figures available, or that will be available for some time. They are the figures upon which Advertising Appropriations for 1921 MUST, in all fairness, be based.

Since these figures were compiled THE HALIFAX HERALD has still further STRENGTHENED ITS CIRCULATION POSITION, so that to-day our claim of almost 1,000 daily IN EXCESS of its nearest competitor is a conservative estimate.

The Halifax Herald

Nova Scotia's LEADING Morning Newspaper

Advertising appropriations for 1921 should be based on advertising conditions in 1921

buy by rigid comparison

Volume XV.
Number 5

TORONTO MARCH 1st, 1921

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by
W.A.Lydiatt

Have You Something to Sell by Mail?

One More Advertiser Started Toward Success

By Right Copy Appeal and Wise Choice of Media

WHY should the woman in the city be offered all the bargains—while the woman in the small town and the country is just as eager to buy high grade goods at low price, as her city sister?

Have you something to sell by mail? You will be interested in the experience of one of our clients. When this client came to us, we did not advocate a big campaign. Instead, we said: "Let us experiment first. Your goods may not appeal to country women—or your price may not be right."

So we selected three publications with moderate rates:- "Canadian Countryman," "Canadian Home Journal," and "East and West."

THE result of this campaign follows—

"Canadian Countryman," two insertions of 100 line advertisement in November, cost $50.00. Brought 352 inquiries. Made 90 sales, amounting to $540.00.

"Canadian Home Journal," 100 lines in January issue, cost $49.00. Brought up to January 31st 226 inquiries. Made 60 sales, $360.00.

"East and West," 100 lines, January 15th issue cost $11.00. Brought 101 inquiries; 25 sales, amounting to $150.00

The profits are more than paying for the advertising; and another Manufacturer has learned the value of experienced counsel.

Study your goods. Have you something that might be sold by mail? Let us give you our opinion upon its chances of success.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO

Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

The Canadian General Electric Co. Limited, have long been associated with the electrical industry in Canada. For over thirty years they have been manufacturing and supplying electrical equipment, apparatus, wiring devices and specialties.

They have always been firm believers in publicity, and recognize the merit of poster advertising. The poster design reproduced herewith was used last year with conspicuous success as part of their campaign to educate the Canadian public to associate at all times Canadian General Electric with things electrical.

MANY an advertiser is "stalled" for lack of sufficient POWER in his publicity.

Posters provide the high-powered, smooth-running, dependable POWER-plant which "gets you there" quickest, surest and at least expense.

If your goods don't move, maybe it's because your publicity is under-powered. Doubtless you need ***posters.***

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO.		HAMILTON
HARRY DUKER, LIMITED		VANCOUVER, B.C.
A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO

W. W. SCANE, Secretary, CHATHAM, ONT.

A Page With MACLEAN'S

PERHAPS you have been impressed with the list of prominent artists who contribute to MACLEAN'S. It *is* an impressive array: for instance, there are, among others, Arthur William Brown, F. R. Gruger, C. F. Peters, C. W. Jefferys, R. M. Brinkerhoff, H. Weston Taylor, Lou Skuce, Charles W. Wrenn. The names of many of the artists who contribute to MACLEAN'S will be found in the top-notch publications in the United States, too. Another indication of the fact that MACLEAN'S is one of the outstanding magazines on this continent.

Illustrations From Rome

Three illustrations for MACLEAN'S MAGAZINE arrived from Italy, from Charles L. Wrenn, in Rome. They are illustrations for the second and third instalments of Frank Packard's "Pawned," which started in February 15th MACLEAN'S. Mr. Wrenn sent photographs of his oil paintings, for fear the originals might be delayed. He writes:

"The orig'nals cannot be sent out of Italy without first passing through the museum to see that they are not antiques. Some red tape!"

Reader-Interest

This is just one of the many letters of commendation received from subscribers—it evidences the sort of reader-interest that is back of the magazine:

"Your farsightedness in making it a National Magazine has given the Canadian public a class of fiction difficult to surpass, as well as articles on world topics, sound and timely. You have, too, set a high standard for other countries. Keep up the good work."

The Gates of Tien T'Ze

by

Leslie Howard Gordon

A new novelette, of Chinese Tongs, of Limehouse roughs, will be run exclusively in MACLEAN'S, in five instalments. This refreshing story will commence with the March fifteenth issue. Get ready for it!

A Canadian Literary Achievement

During 1920 MACLEAN'S MAGAZINE published—in a whole or in major part—the contents of twelve works of facts or fiction which are to-day, or soon will be, on the book shelves of scores of thousands of discriminating men and women in Canada. *And these twelve books included less than one-quarter of the contents of MACLEAN'S for 1920.*

Seven of these books are already published: "Margot Asquith, an Autobiography," "The Little Warrior," by Pelham Grenville Wodehouse, "The Thread of Flame," by Basil King, "The Blower of Bubbles," by Arthur Beverley Baxter, "His Majesty's Well Beloved," by Baroness Orczy, "Spanish Doubloons," by Camilla Kenyon.

Five of these books are now in preparation for publication: "Reminiscences of a Raconteur," by Colonel George H. Ham, "The City of Peril," by Arthur Stringer, "The Man from the Desert and other short stories," by W. A. Fraser, "The Man Who Knew Too Much," by Gilbert R. Chesterton, "The Drama of Our Great Forests," by Arthur Heming.

Maclean's in McKenna's Book Store

This is probably one of the most valuable book-store windows in Canada. It is typical of the interest being displayed towards MACLEAN'S.

The above list also shows why MACLEAN'S wields such a powerful influence in Canada—why it is such a productive advertising medium. It is the sort of material that ensures consumer-acceptance.

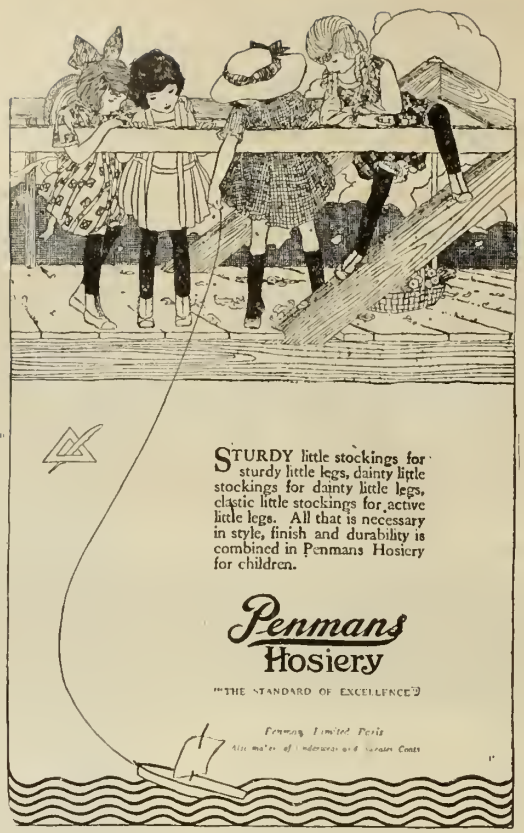
Are you placing the Dominion-wide prestige of MACLEAN'S MAGAZINE back of your proposition? Place MACLEAN'S first on your Canadian lists—it is a most active selling element—it functions most effectively and economically. We will be pleased to go into details at any time.

MACLEAN'S

"Canada's National Magazine"

143-153 University Avenue.
Toronto - Canada

Proofsheet No. 18


STURDY little stockings for sturdy little legs, dainty little stockings for dainty little legs, elastic little stockings for active little legs. All that is necessary in style, finish and durability is combined in Penmans Hosiery for children.
Penmans
Hosiery
"THE STANDARD OF EXCELLENCE"

Reduced from large size

There Are Lots of "Kiddies" in Western Ontario

—that, in itself, is a forceful indication that the Western Ontario field should get the message of your product, for where there are healthly, happy children there are prosperous homes and prosperous people.

Like so many other national advertisers Penman's Limited, chose the London Free Press as their exclusive medium in London to reach the Western Ontario market.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

READER interest is steadily maintained through the excellence of the Editorial Features in EVERYWOMAN'S WORLD.

Able writers, such as Dr. Byron Stauffer, Prof. Arthur B. Farmer and well known fiction writers, instruct and entertain.

The Household Department is a strong five-page feature—the only one of the kind in Canada, and one of the best on the continent.

"Le Costume Royal" Patterns and Service are the finest obtainable anywhere.

The Child Welfare Department and Mother's Service Club command great interest.

Such strong editorial features have insured continued popularity for EVERYWOMAN'S WORLD. The women in more than 103,628 Canadian homes subscribe to it.

As an advertising medium to reach Canadian women EVERYWOMAN'S WORLD—Canada's Greatest Magazine—is without equal.

(A.B.C. Membership)

Why Does Hardware and Metal Dominate in Western Canada?

Hardware and Metal is the *only* hardware paper giving a weekly market service from Winnipeg.

Hardware and Metal is the *only* hardware paper giving a weekly news section for Western Canada.

Hardware and Metal is the *only* hardware publication giving the trade in Western Canada a weekly market service from Montreal, Toronto, London and Pittsburgh—and Westeners are even more interested than any others in the activities in the primary markets of the East.

Hardware and Metal is the *only* publication in Canada giving the Western hardware trade a weekly service covering the activities of the hardware trade in a National way.

Hardware and Metal is the *only* hardware publication giving the Western Canada trade a weekly market service on paints, oils, varnishes, etc.

Hardware and Metal is the *only* hardware publication giving the trade in Western Canada weekly information regarding, "What Other Merchants Are Doing," Legislation, New Hardware Goods, Illustrated Articles on Display, Advertising, Etc.

Hardware and Metal during the twelve months of the year, supplies the Western Canada hardware trade with more market information, more new goods information, publishes more illustrations of window displays, store interiors and retailers' advertisements than all the other Canadian hardware trade publications combined.

Incidentally, Hardware and Metal is the *only* hardware trade publication in Canada that will supply you with an Audit Bureau of Circulations statement, thus proving what it really has in the way of circulation in Western Canada.

MORAL—*If you are interested in Western Canada trade, advertise in the paper that is read by the Westerners and has gained its present dominating position in the West, as well as in other parts of Canada through 33 years of honest effort to give the trade each week the best in hardware trade newspaper service.*

HARDWARE AND METAL

"Canada's National Hardware Weekly"

143 University Avenue, Toronto, Canada

Montreal Branch, Southam Building **Winnipeg Branch, Union Trust Building**

Published every Saturday since 1888. The only weekly hardware paper in Canada and the only hardware paper in Canada that gives you a circulation statement audited by the Audit Bureau of Circulations.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 5 TORONTO, CANADA MARCH 1st, 1921

BETTER BUSINESS LETTERS

1. Routine Correspondence—A Gold Mine Practically Untouched

Too often we looks upon our daily mail as something to be taken for granted. Day after day thousands of letters going out that fail to realize opportunities—many actually repelling prospective customers. Introductory articles of a series,

Written for Marketing by Louis Balsam

PRETTY nearly all of us sympathize with, or ridicule Sir Galahad, according to our bent, because we feel the utter futility of the trip which took him well around the world in search of the Holy Grail, though he might have found it at his own doorstep had he taken the trouble to look for it there.

Everyone pokes good-natured fun at the young Mine College graduate, who a few years ago sold his father's farm in Nevada, to come to a Canadian mine enterprise where he "really could make money"—only to find that the farm he had sold for $3,000.00 was simply laden with silver that the purchaser resold for $3,000,000.00. Every day for a year and a half the young man had spent a great many hours sitting on the edge of the fence post, little dreaming that the dull, metalic luster of the post, that he had been polishing with his pants, held enough silver to make him independent for life.

Russell Conwell has made a splendid living, delivering his lecture: "Acres of Diamonds," year after year after year, all over North America. Pretty nearly everyone who has heard it is inclined to think how foolish was the young man to go far afield for his wealth, when right under his feet, on his own farm, were acres of diamonds.

Nor is it an old story of the man in California, some 45 years ago, who washed the grime from his body every Saturday in a little stream that ran beside the house, and never dreamed, until almost too late that the little sandy particles that he found in the water, were gold!

It would be easy to go on with such stories, because history is replete with them. Every one of you can, perhaps match these with one of his own. Yet, most of us, easily 80% of business men, have just such a gold mine at our doors—in the routine letters we mail out every day. And most of us, especially in these interesting times, when the man who does business is the one who goes out after it—wonder how we can move the goods from our shelves. Little do we realize that the routine letters that pour out of our offices by the thousands, hold the solution, in many cases, to our whole problem.

We are living in a mighty interesting time. Until very recently everyone, practically, catered to the man who had the goods. In other words, it was a seller's market.

Advertising, from a purely sales point of view (as contrasted with good will advertising) was relatively unimportant. Your manufacturer, your jobber and your retailer, who had goods to sell, didn't worry nearly as much how to sell them—to whom, as he did "how much can I hold out for." Salesmen became uppish and indifferent; clerks in retail stores assumed airs of great aristocracy; sales and even adjustment letters became careless, yes, and sloppy, too. For the immediate moment it all mattered little.

One really didn't have to take pains with his letters in order to get business. In many instances the serious task was that of refusing orders gracefully.

But now all that is practically over. We are seeing, and living in the sober morning after that night before. Letter writing, especially routine letter writing, is back to its position of dominant importance.

The whole world is waiting, with a

Few subjects are engaging more earnest attention among business executives anxious to secure increased efficiency than that of "better letters"—as necessary as better cost-keeping or better sales-methods. This is the first of a series of articles by Mr. Balsam dealing with specific phases of correspondence problems as they are met in the average office. Few men are as well equipped to deal with the subject from a practical standpoint—and few of the books or courses now available will be found as thorough and helpful. Other articles to follow are:

"Four Cardinal Rules of Successful Letter Writing."

"Indifference—Its Effect on Your Daily Mail."

"The Spirit of Service—and your Daily Mail."

"Good Will—Do Your Letters Produce It or Destroy It."

"Five Successful Sales-Letter Tactics."

"Eliminating Sales Resistance in Letters."

"Collection Letters—Their Effect on Sales."

"Co-Relation of Correspondence—Tying up the Letters of Various Departments to Form a Logical Unit."

"Effect of General Reading on Your Business Letters."

"Spreading the Gospel of Better Letters in Your Office."

Bring these articles to the attention of everyone in your office who writes letters.

decidedly satisfied sort of look on its face, for the bottom to fall out of the market. Even those of us who feel that it has fallen as far as it can, are not proof against the stolid indifference of the buyer. He is waiting for it to go still lower.

Do you wonder then, that since purchasers have erected about themselves this almost impenetrable wall of buying resistance, it is all the more necessary for advertisers to devise new ways and means of scaling that wall or breaking through it? Yet nearly all of us, in our mad haste to find new, startling, tricks, have completely overlooked the unassuming, though tremendously influential factor, the every-day letter.

That is why those few concerns that are paying attention to their every day correspondence are doing business that would be enviable, even for prosperous times!

The reason is mighty interesting. People have learned, through years of business, to look forward to their daily mail. To most businessmen, and in fact to almost every human being that reads, a letter is an eternal challenge. It appeals to the romantic side of most folks, because its potentialities for helping the reader seem so alluring.

Letters Anticipated

When your secretary places your morning's mail on your desk, don't you always have just the tiniest bit of pleased anticipation? Don't you hope that in that pile of letters, at least one or maybe more, contains something that may make you more prosperous, or better able to get more out of life? Don't you wonder whether in that pile is a letter, telling you that someone has left you a lot of money; or that someone is offering you a better position, or a share in his concern; or that there will be a particularly advantageous opportunity to do a fine stroke of business?

All of us are affected the same way. That is why our routine letters, which now play such a lack lustre role in most concerns, have truly wonderful possibilities.

You see it all gets down to this. The concern or individual that really tries to make his routine letters interesting is capitalizing an age old *fact*. He is utilizing the good will and pleased expectancy that every businessman *brings* to his daily mail. He is doing more than that, even. He is putting in some mighty effective sales licks, for by putting a sales or service note into the routine letter, he has taken his reader unawares. He has gotten in on the ground floor, as the saying goes. He has deliberately walked through that wall of indifference as though it had never existed. The reader has *absorbed* a selling talk, of the most telling kind!

Why do I call routine letters a "gold mine, practically untouched?" Simply because most concerns look upon their daily letters as something to be taken for granted.

Go into your average office and what do we find? Anywhere from five to fifteen or fifty or even more people writing letters. Each has his own way, and all combining to make a hap-hazard and disunified "system," that naturally can never do more than bring just mediocre results.

Day after day thousands of concerns are sending out letters that are not only destroying good will, and repelling prospective customers, but doing an all around general harm that reacts unfavorably upon the business, for many months longer than most of us like to think about.

Too Many Poor Letters

The pity of the whole thing, often lies in the fact that a poor letter will tear down, many times sever completely, business relations that have taken years to build up. Many is the instance you and I both know, of where one single letter has done more harm, and therefore, has cost more, than the money it would take to pay the highest priced executive in the institution to censor the correspondence—provided he knew how!

On the other hand these comparatively few concerns that have paid particular attention to this problem and have applied real brain power to the work, have been reaping the finest kinds of results. These results have not only been in dollars and cents, but in added good will that has in many instances literally put these concerns on their feet.

In several instances a few months' effort, has often saved enough money to pay the salary of a correspondence executive for several years! Here is an excellent example of how one institution revived a "dead" customer who had been spending on an average of $25,000.00 a year with them but who had been alienated by a routine letter. He had sent in an order through the mails, but had made specifications that were just a little out of the usual procedure. The clerk, who had received the order, acted as a great many workers now-a-days do, without thinking. He simply sent the customer a form letter which stated that the order had gone through the usual way—you know the kind. In due course the order arrived. Later, this letter reached the shipper:

Smith Refining Co.,
Petrolia,
Ont.

Gentlemen:

You had absolutely no right to enter our September the 25th order other than as stated in our letters. For that reason the $2.31 you asked for is utterly out of the question. If you had not ignored our specific information, we would have discounted your bill, instead of taking the 30 day terms.

We are enclosing $2.31 though, and as you suggest in the letter asking for it, this remittance will prevent the necessity of further letters. Kindly send us a receipt in full and notify your local office that the account is to be permanently closed and not to be re-opened. We have definitely turned our business into other channels.

Yours very truly,
C. A. Brownson."

This letter was opened in the regular course of events and answered by a correspondent exactly as follows:

"C. A. Brownson & Co.
Winnipeg, Man.

Gentlemen:

Enclosed is our check for $2.31. Thank you very much for calling the mistake to our attention, and we hope you will not be troubled in this way again.

Yours very truly,
Smith Refining Co."

Meanwhile to all intents and purposes, this customer's business was absolutely lost. No one in the concern seemed to know anything about it. Perhaps a year later, in going through the books, one of the executives might happen to learn that he hadn't been doing any business with Brownson. He would then make frantic efforts to recover the trade. In the meantime, of course, another company would probably have made a very good impression so that the chances of renewing business would naturally be very slight.

Fortunately, though, a few days after the letter containing the check left the office, the president had employed a correspondence supervisor, who upon a thorough analysis of the files and before long came upon the correspondence with this company. He sat down and dictated this letter:

"C. A. Brownson & Co.,
Winnipeg, Man.

Gentlemen:

Yesterday, in looking through the files, I came upon the complete correspondence you had with us in the last four weeks. Everything you said in your letter of the 13th is absolutely right. We fell down badly in not making the proper use of your letter of July the 1st. This explains the misunderstanding that persisted all the way through.

It is hardly necessary to say that we're sorry, Mr. Brownson, that this error occurred—you can appreciate that full well.

In every organization, yours as well as ours, the thing we must depend

on in the final analysis is the human element. Every once in a while, even the best of us makes a slip that makes us feel like kicking ourselves when we find it out.

But just as man to man, you don't honestly feel that because of an error the pleasant relations we have been having should be ended, do you?

Now, Mr. Brownson, we're human folks down here and stand ready to demonstrate by future dealings that this whole incident was distinctly outside the line of our usual procedure, don't we deserve the chance?

We're frank in saying that your business is desirable to us, and honestly believe that now you realize just what has happened, you will join us in the wish that our pleasant relations continue.

Yours very truly,
Smith Refining Co.',

Here is the reply that came back almost immediately:

"Smith Refining Co.,
Petrolia,
Ont.
Gentlemen:

Thanks for your letter of September 16th, we will take back all we said about closing the account permanently, but you evidently realize how we were peeved.

Your Mr. Smith who took this order is some good salesman, or at least so impressed us. We shall be very glad to see him, as after your tactful treatment and cordial letter, we feel certain further disputes over trifles could hardly be possible.

Yours very truly,
C. A. Brownson."

You see the reply is almost a love letter. It is merely one of those many examples that I could quote to show how concerns are literally driving away business that has taken a long time to build up, simply because they take their routine letters for granted.

I can also show you, as in this case, the very fine results that intelligent direction of every day correspondence is bringing those concerns who have begun to realize that in their every day letters lies a gold mine practically untouched.

You, doubtless, are familiar by now with the fact that in one year alone the Goodrich Rubber Company saved over $22,000.00, by simply eliminating useless words at the conclusion of letters!

When those of us who have studied this problem, meet, day after day, countless instances of the miserable botches that are being made by average business letters, and realize that good letters—the ones that bring the business and create Good Will—could be produced for even less money, than those doing real damage—is it any wonder that we feel need for intelligent attention to our daily correspondence?

Yes, indeed, it wouldn't take long for you to convince yourselves, by objectively looking at carbon copies of two or three hundred letters that leave your office, in the ordinary course of business—that from a sales point of view, these letters in too many instances, were either doing deliberate harm, or what is worse, tending to leave the customer altogether indifferent.

In one large city an interesting situation has developed. Two very large concerns, have been competing for business for years. Each has the same goods, produced practically the same quality, has prices that are very much alike and both have practically the same sales tactics. Yet, one is just barely getting along while the other, even now, is showing a very healthy growth.

In a long talk that I had with the General Manager of the first company, I suggested that his letters might have something to do with his decline in business. He appeared very skeptical, so I asked him to get out a characteristic group of carbon copies of the daily letters he had been sending out. The very first one was an answer to an inquiry. Here it is word for word. (In this article, of course, I am not able to use the right names, for obvious reasons).

"Mr. H. C. Smith,
521 Blank St.,
Toronto, Can.
Dear Sir:

Your letter of inquiry of September the 21st to hand. We thank you for favoring us with this inquiry. We have, at this time, no No. 21 desk available for sale.

Regretting that we are unable to sell you, and hoping that we may have further dealings with you in the future, we are

Yours very truly,
New Equipment Co."

Go back and read that over again, especially the last paragraph. Is there anything really helpful in the letter? Anything positive? Think of a concern that has a name such as this, telling a prospective customer that they regret not being able to "sell" him. Think of a concern writing a sales letter that peters out so feebly as this. Imagine, in these days, sending out a letter so replete with dead, heavy phrases.

A great many other letters of that first batch were along the same lines. Today, that man, after making an investigation, is thoroughly sold on the need for *using* to the full, the sales potentialities of ordinary daily letters. While it is too early to judge of results, there isn't the slightest doubt that intelligent direction of his correspondence, will prove to him, as it has to other concerns—that he is not only increasing his good will and adding to his business, but that he is thereby getting a lot of gold out of a mine, whose surface had barely been scratched, for I don't know how many years.

The letters this company sends out are typical of those mailed by thousands of Companies, all over America, every day. Here is an answer to a complaint. I picked it at random from the files of a well known dry goods company:

"Your complaint of January 17th to hand, contents carefully noted, and in reply beg to state that we do not see the justification for your grievance. It does not seem possible that there could have been a two yard shortage on the bolt of sateen you purchased, inasmuch as it has always been our custom to guard our measurements very carefully. We, therefore do not feel you should be made any allowance.

However, rather than lose your Good Will, and realizing that you feel you are in the right in this matter, we herewith attach our check for $3.10.

Trusting that this will meet with your full approval and hoping to be able to serve you further, we remain,

Yours very truly,
———— Dry Goods Co."

You see it isn't really enough that we have good service, backed by the right quality and the right price. In these days of keen competition you will find many concerns that have this trio upon which they hope to build business. It isn't enough that we have what other concerns have. We must go a step further and build on the things most people neglect, our regular correspondence.

So long as we continue to send out letters that seem as though they were ground out by machines and intended for automatons; so long as we tell perfectly worth while human beings that "your favor of the 16th to hand and contents carefully noted, and in reply to same beg to state"—so long may we expect our letters to receive the same colorless, lack luster results.

How many of us realize, I wonder, that deep in the heart of every human being is an eternal hunger for friendship, an aching for a manifestation of interest in the things he is doing? This is a simple and natural fact that is as old as man himself. Yet, how many of us, knowing that fact, ever act upon it, in our letters? How many of us stop to think of the enormous influence any concern might build up through even a year or two of letters that stepped just a little bit aside of the cold, metallic path that most correspondence seems to take.

There is an enormous power in the unspoken words of our letters, as those of us who have dealt with this subject for years, know full well. We

can no more help convey the real message we had in mind—that we did not want the customer to know, than we can help breathing. What is the real message that most of our letters carry? It is indifference, isn't it? Often it is worse. Most of our routine letters show an almost obvious anxiety to finish a particular task "to get through with the job" rather than to write a customer as though he were a human being with ideals, ambitions and dreams, a whole lot similar to our own. We can't go along in these fighting days, when only thoroughly *alive*, interesting tactics will secure business, with letters like this:

Gentlemen:

The transportation problem is one that concerns us both. It is one that has not improved to any great extent; in fact, during the past few weeks the acute shortage of cars has perhaps made it a great deal worse. It is logical to believe that we shall not see any improvement during the next few months, since at this time of year there is always an increased demand for cars to handle the movement of crops and coal. With the railroads already taxed to the limit of the carrying power, certainly the outlook from the standpoint of the shipper is none too favorable. In view of this condition we believe, whether you buy from us or from some other mill, that it would be good policy to not only carry a reserve stock but also to arrange orders in such a manner that you would be guarded against the difficulties to which we have referred.

Our product as you know is Box Shooks; and if you are inclined to agree with us, we shall be very glad to have you take up for prices and deliveries.

Hoping that you will favor us with your orders and trusting to have that pleasure soon, we remain.

Yours very truly,

Just look at that letter again, please. Almost 98% of it is devoted to ridiculous platitudes. The reader hasn't the least idea of what the other fellow is driving at, until almost the last sentence. Do you wonder I had to rescue it from the wastebasket for this article?

Better Results at No More Expense

If I were advocating something that would be enormously expensive in order to bring in the business, perhaps there would be justification for a temporary delay in action. If I were preaching the gospel of wild, fantastic tricks, calculated to move the goods from your shelves, there might well be objections raised. But when we consider that the "cure" for a very fair share of the business ills of today lies in something that we have been taking for granted—the regular routine correspondence, that leaves our offices day after day, the whole thing assumes a new and decidedly more get-at-able prospect!

We must realize at the outset, though, that it is not easy to throw off the depressing habits of years. It is not easy to make good letters grow where poor ones have held forth. It is not easy to build upon the chaos of the old order a systematic, resultful good will force to inaugurate the New. No, it means work, hard work, and lots of it.

It means an ability to get away from our own particular problems and look at our work objectively. It means a keen, searching analysis of our own correspondence methods! But! once we have the preliminary ground work well laid out, even though it sometimes takes a whole year, we begin to get results that will delight us as long as we live, provided we keep going along those same lines.

What if it does take a year or even more of hard, conscientious study of our correspondence problems? What is a year of added pressure when for the rest of our business life this force once started, can be kept going with a minimum effort? What if it does take months of thought and planning to develop a routine correspondence policy that will stamp our letters at once as out of the ordinary? What is a few months effort as compared to the years and years of reward—reward not only in increased business, more dollars and cents, but in that almighty factor, increased good will?

Yes, in the every day letters of most of our companies is a gold mine practically untouched.

In my next articles I shall try to show you in concrete, definite and specific ways just how *you* in your own office, can tackle your own correspondence problems in ways that may help to take your letters out of the humdrum, luke warm class, to which most business correspondence of today belongs.

In the meantime if this article has succeeded in focusing attention on the very fundamental fact—*the neglect that most of our letters receive*, it has prepared the ground work necessary to the successful carrying out of the factors involved in the forthcoming articles.

CAN ADVERTISING RATES COME DOWN?

The advertiser who looks into the *facts* regarding advertising costs will wonder that rates are not higher. Publishers anticipating possible cost-declines in maintaining present levels. Average of Canadian rates 12% lower than in United States. Some interesting figures.

A FEW weeks ago one of the leading retailers in Western Canada encountered the publisher of the largest daily in his city. The merchant's attitude toward advertising is frankly that of the layman. He has always hired trained men to handle that end of his business, and on the whole he relies on their judgment rather than his own. This is proved by his first words to the publisher, following the usual salutations.

"The boys got me to sign the largest advertising contract this morning that I ever put my name to," he remarked. "They want to double the space in your paper this year, in spite of the biggest rate increase you ever put up to us. It means we'll pay you people six thousand dollars more this year on the rate increase alone."

"And you're convinced it's good business, aren't you?" asked the publisher.

"Well, they got my name on the dotted line. But I can't say I'm satisfied. It looks to me as though you fellows are out to make a raft of money this year. I hardly blame you, if you get away with it; but is everybody else going to stand for this rate increase as tamely as I have? With everything else coming down? The boys say the newspaper business is peculiar. Just how peculiar is it?"

The publisher sighed.

"Did they tell you that newsprint costs us nearly four times what it did in 1915?"

"They did. They also told me that in the same period your rate had only doubled. But that doesn't mean anything to me. Advertising isn't like anything else. You buy sugar for so much and sell it for so much more. It isn't hard to figure the profit. But you fellows sell space. Think of it—Space! Why, it would take a metaphysician to figure it out. And you sell it at so much per agate line. The thing sounds like a proposition in Euclid.

"And when anyone asks you about costs you sidetrack the agate line

and start talking in terms of tons of newsprint, or you tell us how much more it costs now than it used to in 1910 to set a thousand ems, or some other blamed technical term that only a printer can understand. It's all Greek to me. Isn't there any way you can make all this jargon intelligible to the ordinary layman?"

"The only adequate way," said the publisher, "is for the newspaper to give its clients a complete financial statement. The cost of one agate line of advertising can only be figured by taking the gross expense of operating, less revenue from subscriptions, and dividing by the number of lines of advertising carried. The cost per line is not only affected by the increased costs of the raw materials of publishing, it is vitally affected by the *volume of business handled.* And both these factors vary. They are rarely the same for any two publishers.

"Last summer, for instance, a jump in newsprint price and a big wage scale increase hit us simultaneously. Calculating on the basis of the previous year's advertising volume, we announced an advance in rate to cover these sudden increases in cost. That's the advance you signed up for today.

Costs Climb Still Higher

"But, in the meantime, see what has happened. The buying slump came along. Advertising was curtailed. Our volume dwindled. Not very much, and it is coming back; but it did drop for a month or two. But, after all, that's a mere bagatelle. On the first of January last, newsprint jumped $30 a ton, postage went up 200 per cent, and freight rates—well, you know well enough what happened to freight rates. If you want 'brass tacks' I'll tell you something. These three items alone—paper, freight and postage—will cost us $300,000 more in 1921 than they did last year. It means an increase in operating costs of roughly a thousand dollars a day. Does that mean anything to you?"

The merchant smiled. "It certainly does. It means your rates will go up again, and mighty soon."

"I don't know whether it does or not," replied the publisher. "Already we're facing a demand for lower rates. Advertisers don't seem to realize that our costs are going up while theirs are going down. No, I think we'll have to go along this year and take a loss. It isn't much use trying to pare things down. We'd only ruin the prestige of the paper and in the end we'd lose business. And anyhow, what little lopping off we might do wouldn't affect the total very much. Suppose we drop a reporter and save his salary for a year. Why, it would just pay the increased costs—this year's increases, mind—for one day. No. It looks as if we shall have to go along at present rates and pray for a drop in the paper market."

About the time this conversation occurred other publishers were talking in much the same strain—some of them in print. The Toronto *Globe*, for instance, issued a leaflet entitled: "Why Don't Advertising Rates Drop Now?"

In order to give general advertisers a clear-cut conception of what publishers are up against the leaflet quoted the following table of comparative prices:

Comparative Prices of Basic Raw Materials

Steel Sheets—	Per ton.
July, 1920	$240.00
Jan., 1921	150.00
Hides—	Per lb.
Jan., 1920	.22
Jan., 1921	.07
Wool, fine—	Per lb.
Jan., 1920	.70
Jan., 1921	.20
Cotton, raw, N. Y.—	Per lb.
Jan., 1920	.39¼
Jan., 1921	.16
Wheat, No. 1—	Per bush.
Jan., 1920	2.80
Jan., 1921	1.94
Sugar, Gran.—	Per cwt.
Aug., 1920	24.21
Jan., 1921	10.71
Newsprint—	Per ton.
Jan., 1920	80.00
Jan., 1921	130.00
Increase, 62⅞%	
Newspaper Postage—	Per lb.
Jan., 1920	¼c
Jan., 1921	¾c
Increase, 200%	

"Surely, no further evidence is needed," said The *Globe*, in commenting on these figures, "to show why advertising rates must stay up if the publisher is going to continue to produce a newspaper satisfactory to the reader and profitable to the advertiser.

"To be more specific, The *Globe* at the beginning of 1920, and again during the course of that year increased its advertising rates. After careful estimating its requirements for increased operating expenses, so accurately were its rate increases gauged that they produced during the first six months only $1,500 more than was required. In the second six months it went the other way. The increased advertising revenue did not take care of the increased expenses by thousands of dollars.

"With the additional costs for paper and postage, which became effective January 1st, it is impossible to think of lower advertising rates—or even of carrying on at the rates of 1920. Rates are based on production costs, and costs have greatly increased."

A very frank and most detailed statement regarding costs and rates was made during January by Jason Rogers of the New York *Globe*, in the form of a page advertisement. He said:

"We have been asked for facts regarding the cost of advertising and a challenge to publishers was recently issued to justify the necessity for higher rates. I take pleasure in giving the advertising world some data regarding the New York *Globe:*

Labor costs (Year 1914)	$2,000 per day
Labor costs (Year 1920)	4,000 per day
Paper costs (Year 1914)	1,000 per day
Paper costs (Year 1920)	5,000 per day

Gross operating expense for producing *The Globe:*

Year 1914	$1,140,000.00
Year 1920	2,800,000.00
Increase	$1,660,000.00
Less increased circulation revenue represented in going from 1 to 3 cents the copy	680,000.00
Increase to be offset by advertising earnings.	$980,000.00

On the volume of advertising (4,000,000 lines) carried in 1914, this would have meant an increase of about 30 cents a line in net cost of manufacturing a line of advertising.

Thanks to forced economies in production and an increased volume of advertising, we have been able to hold down the increase in the net advertising rate earned to 7 cents a line, an increase of only 33⅓ per cent. over 1914."

Publishers Frank in Presenting Facts

These two announcements, among others, show the disposition of publishers to lay their cards on the table and "show" the general advertisers why newspaper rates are up—and pretty certain to stay up, for the next year, if not longer.

One Canadian newspaper—typical enough that its figures may be taken as illustrating the trend of costs throughout the industry—keeps a very simple chart, which we are privileged to copy for reproduction with this article. It has not hitherto been published anywhere. It shows the upward curve of labor and paper costs since 1915. These two items

constitute roughly two-thirds of a newspaper's total operating expense. In addition the Cost Per Thousand Circulation is given—an excellent indication of the curve taken by total costs as compared with the two main items of expense.

In six years the monthly wage has doubled; newsprint price per ton has increased over 250 per cent; and cost per thousand circulation over 150 per cent.

This cost per thousand circulation graph is obtained by the simple division of gross expense by total circulation. While this calculation cannot be taken as a basis for figuring the cost of manufacturing the agate line—owing to the varying size of the daily issues—it gives the closest approximation possible to the actual upward curve of expense, less subscription revenue, divided by lines of advertising.

Take a look at the news print bills of another Canadian daily, with a circulation about the average of all Canadian dailies. Here are the paper costs each year for the past four years:

1917.....	$ 45,813.20
1918.....	$ 73,653.20
1919.....	$112,114.66
1920.....	$161,280.00

and 1921, at the prices which have been fixed for newsprint, will show a further increase over 1920 of more than 20%. Salaries and wages for 1920 showed an increase of 120% over 1917, while postage, a not inconsiderable item, increased by 200% with the beginning of 1921.

More Cost Figures

Magazines, farm and trade papers have had to meet similar increases in costs of production and, like the newspapers, their increases in selling prices have not kept pace with increases in costs. Today's rates are not double those of 1914 except in perhaps a few instances—while publishers all down the line have to foot bills more than double those of pre-war days. Here are the figures as they affect the magazine and trade paper publisher:

	1914 Weekly Wage	1921 Weekly Wage	Increase
Composition			
Hand	$18.50	$35.20	90.3%
Machine	19.50	37.40	91.7%
Pressman	20.00	35.20	76.0%
Press Feeder	15.00	27.50	83.0%
Bindery			
Men	18.00	35.20	95.0%
Girls	8.00	16.50	106.0%
Mailing	18.00	35.20	95.0%
Paper			
No. 1 Book			123.0%
Coated			217.0%
Postage			200.0%
Engravings			
Zincs			266.0%
Halftones			150.0%
Art Work			41.0%
Correspondence			56.0%

A study of costs and selling prices forces the conclusion that paper, labor

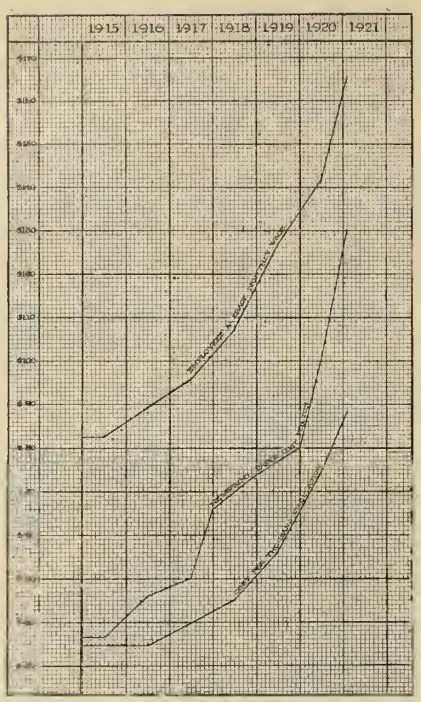


Chart showing upward curve of labor and paper costs since 1915. The downward turn has not yet started.

and other costs will have to come down substantially if publishers are to continue in business very long with the rates at present being charged for advertising space. Only those who can keep their volume of advertising up near normal seem likely to make ends meet.

In making the last adjustments in rates publishers generally have taken into account the likelihood of paper and other costs showing some declines before many months have passed. It is only fair to recognize that publishers in many instances have based their rates on what they hope costs will be before the end of 1921. If they have guessed right, and costs do come down, they will come out alright, if favored with a normal volume of business. Otherwise they will operate at a loss—as many expect to do. Their concern at present is to make their loss as small as possible.

The Winnipeg *Free Press* has issued during the past eighteen months two excellent leaflets, illustrated with charts, giving a very complete and detailed presentation of the causes back of advancing rates. Neither of these, however, is sufficiently up-to-the-minute to warrant quoting here. Publishing costs have been rising so continuously that such literature is out of date almost as soon as it is printed. One of the *Free Press* leaflets was made the basis for an article by E. G. Taylor. in *The Quarterly*, published by H. K. McCann Company, about a year ago, in which the following statement was made:

"In an investigation covering 2,186 (U.S.) newspapers it was found that the average cost of inch per thousand circulation was $.029744. The same unit for 89 Canadian newspapers showed a cost of .02616 or 11½ per cent. less than those of the United States."

A similar comparison, based on newspaper rates at present in effect in every province of Canada and in every state in the United States, shows to the advantage of the Canadian advertiser by approximately the same percentage.

Canadian Rates Still Down

A list was prepared, dividing daily newspapers into classes according to their circulation, taking representative dailies all over the continent with their latest circulation figures and advertising rates. Seventy-five U.S. dailies of 5,000 circulation and under, seventy-five of 5,000 to 10,000 circulation, fifty of 10,000 to 20,000, fifty of 20,000 to 50,000 and all U.S. dailies of 50,000 to 125,000 circulation were listed—for purposes of comparison with Canadian dailies in the same classes. The average circulations and 5,000-line-contract rates (per inch) in each class were found to be as follows:

	Average Circulation	Average Rate
75 U.S. dailies under 5,000 circulation	3,746	.39
41 Can. dailies under 5,000 "	2,912	.24
75 U.S. dailies 5,000 to 10,000 "	7,778	.54½
19 Can. dailies 5,000 to 10,000 "	7,328	.44
50 U.S. dailies 10,000 to 20,000 "	15,570	.72
15 Can. dailies 10,000 to 20,000 "	13,553	.68
50 U.S. dailies 20,000 to 50,000 "	33,617	1.32
20 Can. dailies 20,000 to 50,000 "	28,508	1.11
56 U.S. dailies 50,000 to 125,000 "	79,977	2.51
8 Can. dailies 50,000 to 125,000 "	90,953	2.33

The average circulation for all the Canadian dailies (103) included in the tabulation is 28,651, with an average advertising rate of .96 an inch. The average circulation for all the U.S. dailies (306) included in this tabulation is 28,138, with an average advertising rate of 1.10 an inch. Every state in the Union is represented, so far as possible in every one of the five classes—for comparison with all Canadian dailies as listed in the 1921 Lydiatt's Book.

This is regarded as a fair comparison because it compares Canadian dailies with dailies *of similar size* throughout the United States. It shows that space in Canadian dailies, at rates in effect for 1921, costs about 12½% less, on the average, than in papers of similar size in the United States at rates in effect last December.

This tabulation permits an interesting comparison of the rates of individual newspapers with the average rate for similar circulations in both Canada and the United States.

Rates may come down at some future time, but certainly not until paper, labor and postage costs show substantial declines. This is not

First in All America

The Buffalo News states that in 1920 it carried more national advertising than any other 6-day paper in the United States.

* * * *

The Globe's national advertising lineage in 1920 exceeded that of the Buffalo News by over a million agate lines. It exceeded that of the next highest Canadian daily by over 13 per cent.

* * * *

First in all America is The Globe's record for national advertising in 1920.

A censorship which turns down many thousand lines of medical and financial advertising which other Toronto papers accept, ensures good company to higher class of advertisers and brings much exclusive business to The Globe.

* * * *

A policy which gives a uniform square deal to all advertisers has bred confidence in The Globe's advertising practice.

* * * *

A good newspaper every day for three generations, without any premiums or contests, has brought The Globe a circulation more than twice that of any other Canadian morning paper which has not used premiums to secure its readers.

A good newspaper—a rich field—a honestly-gained circulation — and a decent, fair advertising policy—combined to make the Globe

First in All America

The Globe
TORONTO

Predominating Medium in Canada's Greatest Market-Place

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.
PORTLAND, ORE., Selling Bldg.

Member Audit Bureau of Circulations

GREAT BRITAIN—T. R. Clougher,
Royal Colonial Chambers,
17 Craven St., London, W. C.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

looked for within the next nine months. The price of newsprint has already been announced as $110, which, while a slight reduction from the price charged for the past three months, is still approximately 20 to 25 per cent. above the average price paid by most newspapers during 1920.

It is hardly to be expected that advertising rates will ever drop to anywhere near pre-war averages. Advertisers will do well to face the facts as they exist, forego any hope of getting space requirements at less cost, and centre attention rather on more careful selection of media, better use of space, and in many cases, on less extravagant use of it.

Any complaint that rates are too high cannot be directed at the publisher, with any justice or reasonableness. Higher rates are likely to cut down the publisher's volume of advertising, and increase his costs to that extent. So he realizes that it would be poor business to raise his rates any higher than is absolutely necessary to keep afloat. He figures to get business easier, and carry on business more profitably, at lower advertising rates, *if his costs permit it.* But advertising space is no longer sold as a by-product. Publishing costs are very real and very substantial, and *have to be met.* And it is quite evident that Canadian publishers have unanswerable facts and figures to support the reasonableness of the rates they are asking, even higher rates than are asked in many cases.

The advertiser who declares that he will not advertise in any publication that has raised its rates only makes himself ridiculous. Publishers have been compelled to increase rates at a time when demand was falling off—plainly to their disadvantage. They must reckon on smaller volume and consequent higher costs in addition to the other drains on their revenues. So they are not likely to put their rates any higher than they have to, or keep them high any longer than necessary. When raw material and operating costs go down, as they have done in so many other lines, it will be time to talk about advertising rates being "too high."

At present the Canadian publisher is getting 12½ per cent. below the average market price for his product. He has carried his advertisers at "last year's" prices, and met his own increases in costs without a whimper. He has not profited by the "rising market" at any time, as so many of his advertisers, both retailers and manufacturers, have been in a position to do. He is not trying to "make up for it" now. All he asks is a square deal, recognition of the facts, and a chance to make ends meet, if he is lucky enough to have guessed how much his costs are *going to* come down during the next year.

Don't be unreasonable with him. That's all.

* * *

KIRKWOOD'S LETTER FROM LONDON

This January's "Sales" surpass all previous. The vogue of competitions. Canadian enterprise in England. Journalists demanding increased pay. Who pays the cost of advertising, and other topics of current interest from MARKETING's British correspondent,

JOHN C. KIRKWOOD

JANUARY in London and the Provinces is the month of "the Sales"—meaning special bargain offerings by drapers, footwear dealers and others eager to keep the post-Christmas month busy. This year's (1921) sales, it is believed, surpassed all others of past years—this in spite of one of the busiest Christmas shopping seasons that Britain has known.

The Sales this year were looked forward to with hungry interest, for it was pretty generally understood that the bargain offerings would represent exceptional value; indeed, that prices would represent slaughter prices. Expectations were justified, for never before in this country were the price-collapses greater. Half-price offers, and half-half-price offers were not uncommon.

The shops did their utmost to sustain prices to the highest levels possible for the period of the Christmas trade, anticipating, no doubt, the losses that would have to be endured after Christmas. Also, the public bought at the pre-Christmas prices with zeal. But on both sides—dealers and public—there was the consciousness that the really wise time to buy would be after Christmas.

As a general thing, "the Sales" do not begin until January. This year they began the first shopping day after Christmas—not universally, but very commonly. Some of the big drapery stores deferred the beginnings of their Sales until January 10th; but such abstinence was unusual.

To lure shoppers, the shops used copious newspaper space. One shop of the department store type used a 4-page insert in a London afternoon newspaper, at a cost of £2,000—declared to be the highest price ever paid in this country for a single insertion of an advertisement. Single pages at £1,000 an insertion were common.

THE SALES ARE BOOSTED

In the hope, possibly, that they would be largely used by drapers and others for the purpose of advertisement, London's daily papers abounded with reading matter relating to the Sales. But apart from this reason, there was the phenomenon of the Sales queues, and of the Sales crowds. Never before were shopping sights seen in London like those this year. Women actually took up their places, some mornings, and before some shops, at 6 a.m.—3 hours before the opening hour. Also, a phenomenon was the place that men had in the queues. Ordinarily, in former years, the masculine gender person was not in evidence to any noticeable extent in the Sales shopping throngs; this year he was multitudinous.

So marvellous was the interest and participation in the Sales that the newspapers gave daily an amazing amount of space to telling of crowds and bargain incidents. One afternoon paper offered £100 in prizes for the best bargains obtained at the shops of its advertisers. One of its contents bills featured this offer, and was displayed in many a shop window—free advertising for the bright-witted newspaper.

Harrods offered daily a number of "Sur-prizes" in certain classes of goods; the price tickets bore numbers, and one of these numbers was selected by Harrods. The purchaser who found herself or himself possessing the selected number received £5. Each day the departments where these "Sur-prizes" were located were named in the firms' advertisements; and, similarly, the prize-winning numbers were advertised. Then it was left to the holder of the number to claim his or her £5 prize.

THE WHY OF IT ALL

In Britain, as in the United States Canada, retailers found themselves loaded up with merchandise bought

Some Facts That Should Be Driven Home

Fact No. 1 In these days when economy and special care in the selection of advertising media are necessary, the Religious Newspapers of Canada can be made to perform a very valuable service for the general advertiser.

Fact No. 2 The Religious Newspapers listed below, members of the Canadian National Newspapers and Periodicals Association, offer an advertiser of a meritorious article, a rich field, a circulation of over 100 000 practically non-duplicative.

Fact No. 3 Readers of Religious Newspapers are unusually responsive to advertising. Many advertisers testify to receiving the highest percentage of direct returns from this class of publication.

Fact No. 4 Circulations of Religious Newspapers have shown remarkable growth during recent months. In some cities as high as 90 per cent. of the families who are members or adherents of a certain church subscribe to the paper published by that church.

Fact No. 5 Religious Newspapers are being read more intensively and with more interest than ever before. There are two reasons for this. First, because the papers themselves are better edited, and second, because everywhere there is evidence of greatly increased interest in religion. Crowded and overflowing churches and floods of new readers for Religious papers are proofs of this new interest.

Fact No. 6 An article advertised in a Religious Newspaper is likely to be highly regarded and considered as desirable because of its association in a publication in which the reader reposes unusual confidence — a relationship vastly different from that existing with papers which are read for amusement or for current news. Religious papers are read when there is ample time to give thoughtful consideration to the subjects discussed, and this more thorough reading is not confined to the editorial contents but is accorded the advertising contents as well.

Information regarding any of the publication listed below will be gladly furnished either from the individual offices, or from that of the Canadian National Newspapers and Periodicals Association, Toronto, of which these papers are members:

		Circulation	Advertising Rate
Canadian Churchman, Toronto	Weekly	12,000	8c. ($\frac{3,000}{lines}$) ag. line
Catholic Record, London	Weekly	33,097	8c. " "
Christian Guardian, Toronto	Weekly	35,000	25c. " "
Presbyterian Witness, Toronto	Weekly	21,000	12c. " "
Total Circulation		101,097	Total rate 53c.

months ago, at high prices. Consumption fell off, partly due to the feeling that advantage would be gained by waiting for lower prices; and partly because the will to buy,—perhaps, also the ability to buy—had declined. This made it a buyer's market and the sellers, who for some years held the whip, found themselves dominated by the public.

When the public didn't buy, the retailers didn't sell; when the retailers didn't buy, the jobbers and manufacturers didn't sell; and foreign demand failed. So the makers found themselves in sorry plight; they had heavy over-drafts at their banks, which had to be reduced, by banker's demands. Also, the Government was hounding them for the payment of the Excess Profits Duty, and the ready money for this tax was lacking.

So the manufacturers offered stocks in hand to distributors at great reductions—sometimes at half former prices; but until the public could be led to buy, the retailer was helpless to assist the manufacturer.

It was fairly good knowledge of all this that led the public to wait until January to stock up on personal and household necessities. Also, it was this extraordinary and unprecedented situation that enabled the retailers to offer to the public much merchandise at half and sometimes less than half former prices.

The man hardest hit is the manufacturer—the retailer has escaped but little scathed; the public has been a great gainer.

Now the public's money will filter backwards to the manufacturer, who so greatly needs money. His stocks have been moved and converted into cash, and cash to him just now is like breath to a suffocating man. He is not so strong as he was a year ago, but he will be in a better state of health than he has been for months; and with a pick up in vitality, he will be able to recover in time his aforetime loftiness.

Unemployment in Great Britain

Unfortunately for British industry, not every maker's goods are consumed by the public and distributed by the retailer. Many firms depend on foreign markets or building briskness, or on the busyness of others. Tanners and leather factors, for example, depend on the activity and prosperity of the shoe factories for their good market; and just now the boot makers are in a very sick condition. Engineering firms are likewise in the doldrums. The motor trade is very dull. Ship-building is almost at a standstill.

The inevitable consequence is vast unemployment—approximately a million men, women and children. The unemployment situation is likely to grow worse.

In London one can see the unemployed marching the streets, with banners, escorted by the police. Collectors go in and out among the crowds gathering money. One sees little groups of bandsmen playing on corners and elsewhere, to capture pennies from passers-by. One reads of the unemployed seizing public libraries, and empty dwellings—for there are empty dwelling houses in London and elsewhere,—"For Sale," but not to be let—and occupying these defiantly.

No problem before the Government at the present time is so urgent and vexing as is the unemployment problem; and there seems to be no solution. The timid and unwise suggestion of Lloyd George that emigration to the Overseas Dominions is a way of escape, brought from Canada, New Zealand and Australia indignant rejoinders. The only country that offered a welcome, so far as I have seen, is Palestine.

The Subduing of Labour

In the presence of so much unemployment, which is obviously not manoeuvred by hated Capital, Labour is very humble. One hears very little about strikes nowadays—strikes for higher wages. Indeed Labour is ready, in many instances, to accept cuts of 20% or more, in order to have employment.

But Labour is not hiding its head, nor ceasing from its imperious demands; rather is it holding itself in check, surrendering little, but agitating little. When work and wages come to an end and hunger and want are ever-present ghosts, artisans and labourers lose some of their fire, and their clamourings for more wages and other things subside.

Conquering Sein Feinism

This makes me think of a conversation which I had with a Belfast man. He told me that Sein Feinism was licked, (the conversation was in November). He asked me if I knew why so many creameries in Ireland were being burned down; and on admitting lack of knowledge, he said that it was to take away the market for milk. Sein Fein farmers and those dependent on their prosperity find it not at all to their liking to have to pour milk into the creeks; and this they must do when creameries do not exist. Farmers in Ireland have been having gala years, in the matter of prosperity; and when prosperity becomes a habit, its loss or interruption is sobering. Our stomachs are the sovereigns to whom we yield eternal allegiance.

£900 "Pinnace" Cigarette
FOOTBALL PRIZE
FOR SELECTING INTERNATIONAL TEAMS
PINNACE
The Perfect Navy Cut CIGARETTE
Harrods Sale
Last 4 Hours!
Your Greatest Opportunity Ending!
A Royal Finish-up!
Bargains Everywhere!
£5 SUR-PRIZES TO-MORROW!
Winners of Thursday's "SUR PRIZES"
£500
and ONE HUNDRED other sums of £5 each are offered by
PEEK FREAN & CO., LTD.
in the following simple competition, which is OPEN TO ALL
WHAT YOU HAVE TO DO
GODFREY PHILLIPS' "PINNACE" NAVY CUT
SELFRIDGE'S
Great Needlework Competition
£100 for 4 or 5 words about "Rameses"!
We want Rameses weapon to try their hand at a suitable catch phrase for Rameses Underwear — there's £100 waiting for the best!
RAMESES
Everybody's Need

Contests and prize offers as featured by numerous British advertisers

What is— A Complete Agency Service?

THE word advertising may have a narrow or a very broad meaning. It may be considered to cover only copy or to include all contact of a company with its customers.

Agency service may include only writing and scheduling of advertising. In the broader, professional sense it involves all activities where it can help increase sales.

The H. K. McCann Company, Limited, offers this complete service. It is prepared to give advertising counsel, do research work and plan sales campaigns.

We are equally well prepared to assist in the mechanics of advertising. Our art department will aid in designing packages, or in making effective illustrations.

With a campaign that fits in with facts, with an intimate knowledge of the product and with a definite, fundamental purpose underlying the whole campaign, good copy naturally follows.

May we tell you more about our complete service?

The H. K. McCANN COMPANY, LIMITED

A Complete Agency Service

14-16 King St. East - - - TORONTO, Ontario.

The Vogue of Competitions

Every reader of British newspapers must be struck by the numerous competitions devised by advertisers to sell goods. They are almost too numerous to count. Some of them would seem to transgress the Act governing the advertising of games of chance.

Here I remark on the antiquity of this Act. Having occasion to enquire regarding the provisions of this Act, I sought to procure a copy of it, and went therefore to Eyre & Spottiswoode's, its publishers.

I got a copy, which I send to you; that is, I got a copy of the Act, dated 1836—in William IV's reign; and a copy of an Amendment thereto, dated 1845! I was informed that these are the only two Government publications bearing on the Act. But built on them is a mountain of judgments, and it is these, rather than the rather inocuous wording of the Act and the Amendment, that govern judges and juries, and which inform counsel when alleged violations of the Act are on trial. I found when one does not possess these judgments, recorded in the chronicles of the Law, one is helpless to decide for himself as to whether or not his proposed competition is inside the Law; also, the probability is that his own untutored knowledge of the Law is no safe guide for him.

In going to Eyre & Spottiswoode's I found out a very interesting thing: namely, that all Laws in their printed form, enacted prior to 1882, or some near date—for my memory is at fault,—are the sole property of this firm. That is, this firm alone has the right to publish the Laws of Great Britain enacted prior to some date in the 80's. Then a change was made, and thereafter the right of publication was vested in the Government, where it now reposes.

The Legality of Whist Drives

A recent action was one against the organizer of whist drives for money prizes. He argued that whist is a game of skill, and, therefore, that the Gaming Act does not apply. But there was a previous decision by a learned judge declaring whist drives illegal, and this decision is virtually law.

The odd thing is that whist drives are advertised in practically every local paper and elsewhere—by poster and hand-bill, and money prizes are offered. But though the Law, as expressed in a learned judge's decision, makes them illegal, they are permitted as a general thing.

The Factor of Chance

The Gaming Act seems to be inspired by the word "Chance." Whenever decisions and awards are dependent on chance, there is technical and actual illegality.

Where chance and skill have their "line fence" is difficult for a layman—perhaps for a lawyer—to decide. The Harrod "Sur-prize" scheme referred to above is, I would say, an illegal competition, yet it is freely advertised and so far, the Law hasn't interfered.

The makers of Wolsey Underwear offered prizes to wearers of Wolsey Underwear. The competition was: "Guess how many persons will enter our competition." Not much skill in that, surely! Yet, a year or so ago Selfridge's offered £10,000—or was it £20,000?—to those who would guess the number of purchasers of a Victory Bond issue; and I have heard that the Government declared the competition to be illegal. Certainly, the awarding of the prize or prizes was delayed for some mysterious reason—mysterious at the time, that is.

Another competition in which the factor of chance enters, is that of a boot dealer in whose advertisement is a mis-spelled word. The person reporting his discovery, by letter, of this mis-spelled word and, whose letter is the first to be opened on a stated date, will be the winner of a £10 prize.

It would seem that the sinner is the one who is caught, all others being innocent.

Handsome Man Wanted

A handsome man to act as City Marshall for the City of Londonwas advertised for—salary £600 a year; and there were many applicants. One wonders if these applicants were egged on to it by their wives. "Why don't you apply, Tom?" would be the prod that some fine-looking men under 45 would receive from his sponse; and Tom, for the time being would be highly regarded by one whose esteem of him might not always have been so high; and if Tom failed, then he and she might lose faith permanently in his good looks. A handsome husband stands on slippery ground.

The City Marchall's duties are:—

To swear in recruits for the army and Militia.

To make the necessary arrangement at St. Paul's on the attendance of the Lord Mayor.

To attend at the Mansion House on occasion of all entertainments.

To attend the Lord Mayor or presiding alderman at the Mansion House daily.

To attend all Wardmotes held by the Lord Mayor.

To attend the Lord Mayor and his Majesty's judges at the Central Criminal Court.

To arrange the Lord Mayor's Show and other processions.

He must be a good horseman; have a good presence on foot, and be able to wear his fancy costume as if to the manner born. Doubtless, in addition to the performance of his important duties, he stands the chance of dining well, at the Lord Mayor's expense.

Shop Assistants' Wages

Ten thousand West End Shop Assistants are affected by the decision of the Industrial Court to which a wages claim of the employees of the Army and Navy Stores was referred by the Shop Assistants Union.

Just before Christmas there was the menace of a general strike by shop assistants, but it was averted by a majority vote in favour of acceptance of the Award to be made in the case of the Army and Navy Stores claim.

The new minimum wage scale increases yearly from the ages of 16 to 26, and the highest rate applies to those older than 26. The figures in parentheses are the wages claimed:

Clerks and Checkers:
Men... 25/- to 78/- (95/-)
Women .20/- to 55/- (79/-)

Sales Hands:
Men... 25/- to 75/- (29/- to 90/-)
Women .20/- to 53/- (25/- to 74/-)

Packers and Warehousemen:
Men... 24/- to 75/- (85/-)
Women .20/- to 53/-

Porters, Messengers and Liftmen:
Men....24/- to 70/-
Women .20/- to 46/-

Waitresses: Increase from..27/- to 28/6

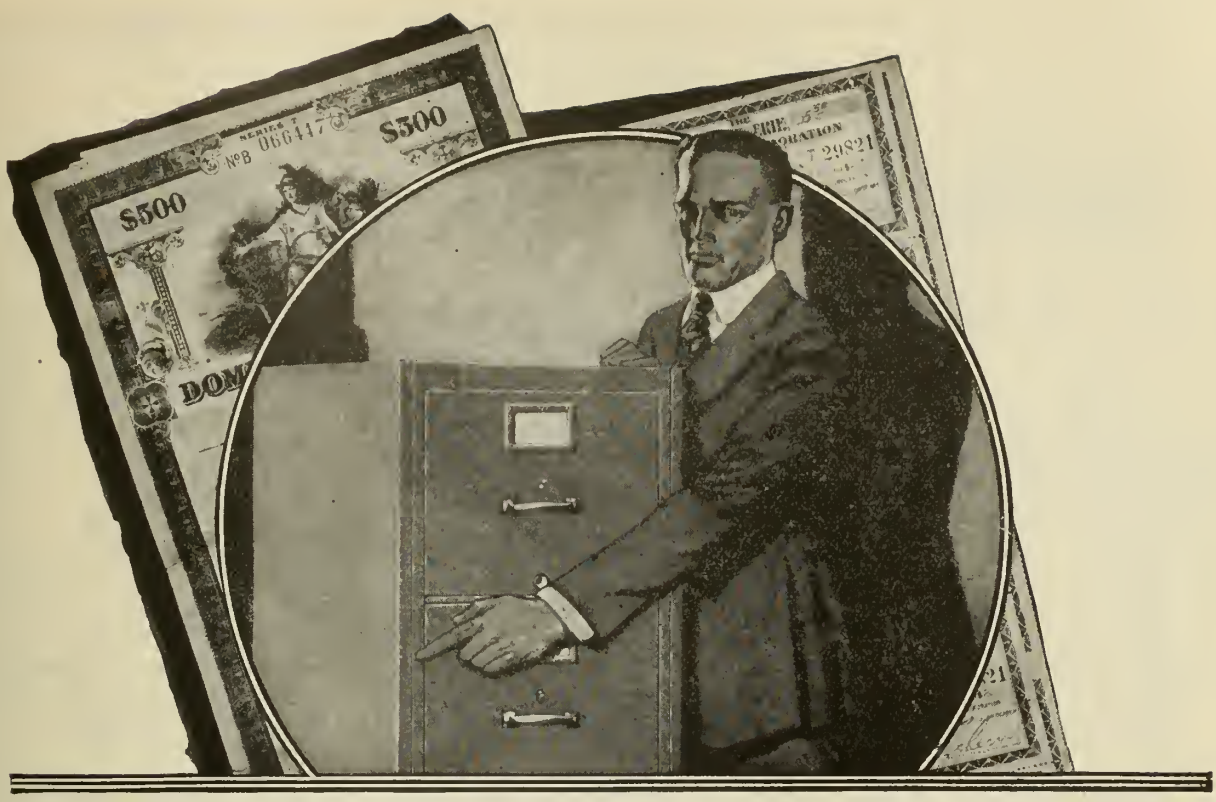
Foremen, chief clerks, and stockkeepers are to receive 10s. a week and assistant stockkeepers and charge hands 5s. a week above these rates.

The court refused the application for a 44 hours instead of a 48 hours week.

The shop stewards in the following stores decided to ask their employers to adopt the new terms:—

Harrods; Francis and Co.: Whiteley's; Cooper and Co.: Barkers: Shoolbreds; Pontings; Thos. Goode; Derry and Toms; Civil Service Supply Association; Woolland Bros.: Haymarket Stores; Harvey Nicholls.

In former letters to Marketing, I have referred to the wages of Shop Assistants; so that this 1921 decision of the Industrial Court (a Government-appointed body) will have interest to those who had interest in the story of claims and struggles as communicated by me in 1920.



Make your money buy Safety as well as Service

Wise investors put their money into Government Bonds or gilt-edged securities. Why? Because the risk is lowered. The "margin of safety" is increased.

Why not buy your filing cabinets on this basis. Make your money buy safety as well as service.

FIRE-WALL FILING CABINETS
Steel-*plus*-Asbestos

"Fire-Wall" means better protection—an increased "margin of safety" for your business records. "Fire-Wall" cabinets are built to give you more safety. A curtain of asbestos, between two sturdy walls of steel, stands between your valuable records and the fire that may bring misfortune upon you. Consider safety when buying filing cabinets. "Fire-Walls" are an investment in better protection for your business records.

Drop a card in the mail to-day for a copy of "Protection for Your Business Records." Address nearest service store or Home Office.

Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

1008

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

Maclean's Magazine

It would appear that Maclean's Magazine was honored by Mrs. Asquith as her literary agents—beyond all other publications in which her Autobiography appeared—this by giving this magazine exclusive material relating to her opinions concerning Mr. Lloyd George, her husband's successor as Prime Minister, and his caustic critic. Here is how Sir William Robertson Nicoll, Editor of *The British Weekly*, introduces a comment in his newspaper.

"Mrs. Asquith has evidently written more memoirs than have been published in the British newspapers. Through the *Dundee Advertiser* I hear of an article she has contributed to the current number of a Canadian publication called *Maclean's Magazine*."

Sir William, it would almost seem, had never before heard of the existence of Canada's National Magazine, which is a reflection on somebody, is it not? I would suggest to General Manager Tyrrell and to Circulation Manager Buchanan, that they add Sir William's name to the list of those to receive *Maclean's* A.B.C. circulation statement—that is, if Sir William cannot be induced to become a subscriber.

The British newspapers have quoted Sir William's comments on Mrs. Asquith's views of Lloyd George, and, incidentally, have given *Maclean's Magazine* a good deal of free publicity of a good sort. It is to be hoped that *Maclean's Magazine* will profit by this publicity.

Advertising of an Unusual Sort

If the owners of a film, called the "Honey Pot," offer the Northcliffe Press advertising related to this film, the advertising will be refused—so the *Northcliffe Press* has stated in its news columns.

"The Honey Pot," is a film purporting to illustrate stage life and has been condemned as an objectionable film by all responsible viewers untrammelled by the film trade.

The Board of Film Censors, a voluntary organization supported by film manufacturers, renters and exhibiters' associations, examined the picture twice, and approved it, giving what they describe as the "restrictive A" certificate, which means that it appeals more to adults than to children, while exercising no power to prevent any exhibitor from showing it to children.

But the Northcliffe Press will have none of it. It is to be explained that the Northcliffe Press, including the London *Times*, is giving a very large amount of attention to the film world, and is agitating for better films from America, and for more good British films. So when the usual trade exhibitions of "The Honey Pot" revealed the character of the film, which character was offensive to the Northcliffe papers, it advertised that it would refuse to accept advertisements of it if they should be offered.

Community Plate

The advertising of the Oneida Community Plate has begun to appear in the British press. The advertisements say that it is obtainable at leading silversmiths. Apart from the advertising of Princess Plate, made by Mappin & Webb, and obtainable only from this firm, and the advertising of Community Plate, there is no advertising of electro-plated silverware being done in this country.

This is really strange, because English plated silverware is supposed to be superior. But no maker of British electroplate has attempted, so far as I have knowledge, to make his identified product nationally know and to have it nationally distributed through silversmiths and hardware dealers. This is but one example of very many which can be quoted of the holes left by British manufacturers for Americans to fill; and the Americans are discovering them. Why shouldn't some Canadian firms eager for larger trade do some of the finding and occupying?

Some of them have already done so. The Beatty Bros. Washer is on the market; and so are the Renfrew ("Barnet") refrigerators and kitchen dressers, and Renfrew Electrical Utilities. But there should be more Canadian brands known to the British public.

Lord Northcliffe Defiant

The National Union of Journalists has been attempting to fix wages, after the manner of Trade Unions in general. Their formulated demands include:

> The grading of the ordinary editorial staffs and the fixing of salaries of £10 10s., £12 12s., and £14 14s. per week, the Journalists' Union demanding that only a certain proportion of each staff shall receive £10 10s. and £12 12s. per week, the remainder to receive £14 14s. or more.
>
> Also a flat increase of £2 2s. per week to everyone with over four years' service.
>
> Employers to notify the union of all vacancies and give preference to members of the Journalists' Union.
>
> To prevent any but working journalists from reporting events for newspapers.
>
> To limit the number of junior journalists.
>
> To prevent any man from entering journalism before the age of 18 years, and after the age of 23 years.
>
> Fixing the rate of pay to beginners at £5 5s. per week for the first year; £7 7s. for the second year, and £9 9s. for the third year.
>
> To prevent any member of a newspaper staff from doing work for another paper belonging to the same proprietor.
>
> Limiting the hours of day journalists to 44 per week, including meal times, and night journalists to 38½ hours per week, including meal times. This to apply to all grades, however high.
>
> Sunday newspaper journalists to work only 5½ days a week, but work on Saturday to count as 2 days.
>
> A month's holiday for each man, to be taken between May and October, and no man to work overtime while other men are on holidays.
>
> Three month's notice to be given to all journalists before an engagement can be terminated.

These demands acceded to would, it is declared by publishers, render the position of almost every morning and evening paper in London financially impossible.

Commenting on the demands of The National Union of Journalists, one newspaper—The London *Daily Mail*, said as follows:

> One of these proposals is to level down the state of the profession by a grading system suitable to a jam factory or any kind of standardized manual repetition work.
>
> So far as the journalists of the Northcliffe Press are concerned, and they form by far the largest individual collection in the world, they do not propose to barter their chance of distinction for the levelling down process proposed by the National Union of Journalists minority.
>
> We have intimated that, so far as the Directors of these journals are concerned, they would, in case of necessity, employ, with great reluctance, the only weapon they have, and that is to "shut down." Events in other parts of the world, notably in the Dominions, the United States, and in France, have proved that the temporary stoppage of a virile deep-rooted newspaper for weeks or months has no permanent effect upon its position, even though its competitors continue to appear.
>
> Whether our example be followed by other newspapers or not, we shall shut down for exactly the period that may be necessary. This is the only effective method by which the directors of newspapers can obtain justice. *The Daily Mail* was the introducer of the five-day week for journalists. Its founder has been publicly congratulated on greatly enhancing the wages of the working journalist. It is not in the unhappy financial condition of many of its contemporaries.
>
> It would be a matter of very great regret to *The Daily Mail*—all the more because its production involves the labour of some 3,000 persons daily—if a misunderstanding of the financial facts of the publishing situation by a minority of the working journalists should cause even a temporary trouble.

More than once Lord Northcliffe has threatened to stop publishing his

(*Continued on page 170*)

Brantford Graduates

—and takes its place among the larger cities of Canada!

The 8th Manufacturing City of Canada.

Number of Manufacturing Establishments	181
Number of Employees	8,288
Salaries and Wages	$ 8,222,000
Capital, Invested	40,724,000
Cost of Materials	19,168,000
Value of Products	35,033,000

The 4th City of Canada in Manufactured Exports.

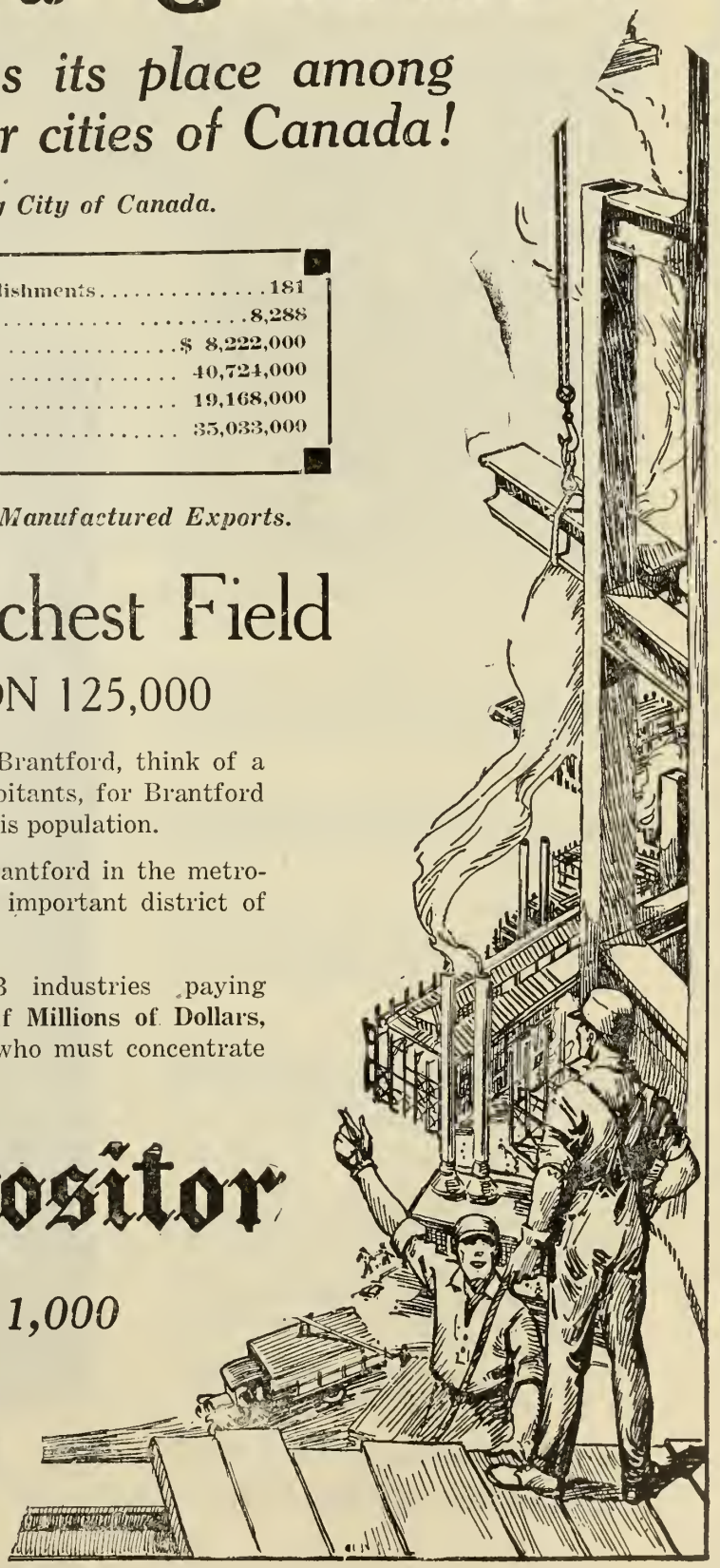
Canada's Richest Field

POPULATION 125,000

WHEN you think of Brantford, think of a city of 125,000 inhabitants, for Brantford is the trading centre for this population.

Advertisers must place Brantford in the metropolitan class to cover the important district of Canada.

Brantford City with 83 industries paying annually **Eight and a Half Millions of Dollars,** appeals to the advertiser who must concentrate in the richest districts.



The Expositor

Circulation 11,000

The Only Daily Newspaper in Brant and Norfolk Counties.

The 1921 Advertising Da

Eighth Annual Edition— More Useful Than Ever

So complete, so compact, so accurate, so every day-useful — no wonder so many advertiser "can't get along without it."

Postpaid $5.00 a copy

Marvels at its Completeness

"The completeness of your advertising book has always been a matter for wonderment The arrangement of the matter seems to be as perfect as anything which has come to my notice." F. T. Stanford, Canada Life Assurance Co., Toronto.

Found it Absolutely Invaluable

"We have used LYDIATT'S BOOK in connection with our Canadian advertising during the past four or five years, and have found it absolutely invaluable. It has not been found wanting in any particular." The Mennen Company, Newark, N.J.

Of Inestimable Service

"In every way a very admirable little publication. It has proven of inestimable service to us from time to time'" A. E. Ames & Co., Toronto.

Most Valuable Book of Its Kind

"It is quite the most valuable book of its kind that I know of. I seldom go into a conference where such matters as media and rates are going to be discussed without this book in my pocket." D. J. Beatty, Northern Electric Company, Montreal.

Hardly a Day He Doesn't Refer to It

"There has hardly been a day on which I have not had occasion to refer to it for something. For the selection of publications to carry Goodyear advertising it is my "advertising bible." Goodyear Tire & Rubber Co., Toronto.

Indispensable in Their Work

"We have found your book very complete and convenient. We do not recall anything that we have wanted in connection with Canadian papers that is not in the book. It is indispensible in our work" Proctor & Collier Co., Cincinnati, Ohio.

An Extremely Useful Book

"An extremely useful book—we have long needed something of this nature. You are to be congratulated on the thoroughness with which you have met our requirements." Frank Presbrey Company, New York.

A Desk Companion

"I am sending you one of the copies that has been in use in our office. Its well-thumbed condition shows how much it has been used Will continue to be a desk companion." Smith, Denne & Moore, Toronto.

Notably Accurate

" We think your book is a most excellent production, notably accurate in the matter of data for the Canadian press, handy in form, concise in its information, and generally most useful for anyone engaged in the work of advertising." Mather & Crowther Ltd., London, England.

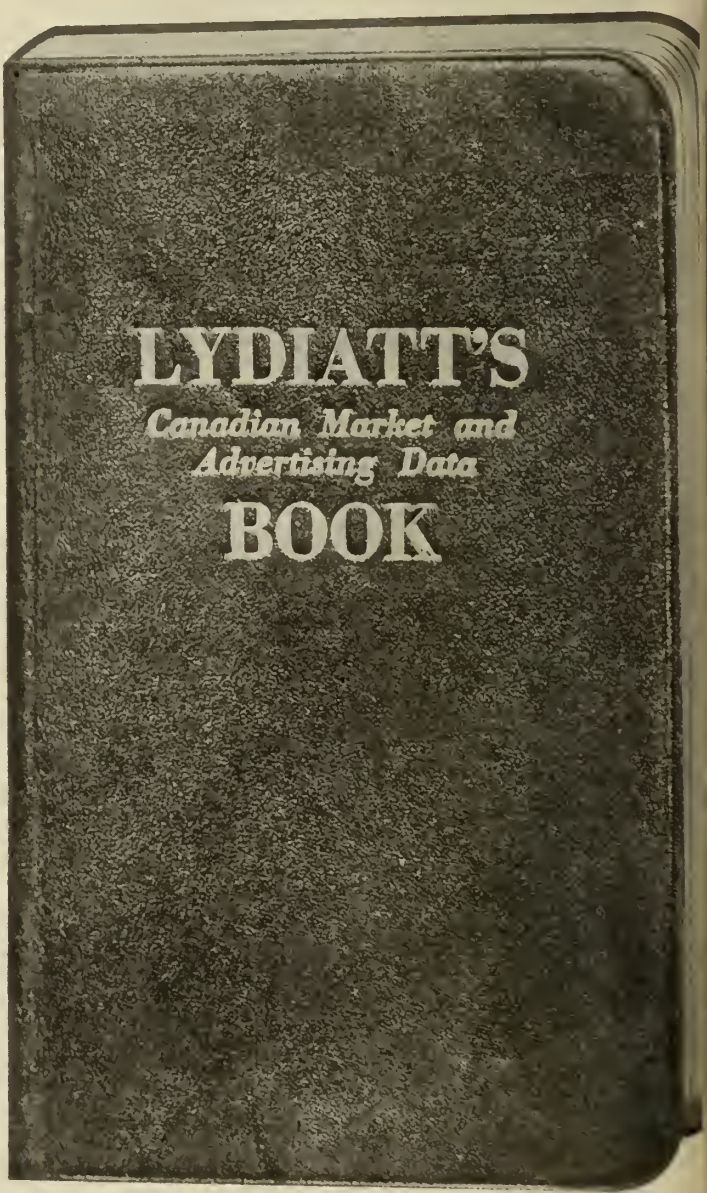
Invaluable Book of Reference

" LYDIATT'S is an invaluable book of reference. It is a matter for regret that its example cannot be emulated over here. No agent can have as his keynote 'Disinterested in any newspaper' and also run a directory." Clarke, Son & Platt Ltd., London, England.

"We find LYDIATT'S BOOK of great service, it is my pocket companion." Federal Advertising Agency, London.

"A veritable mine of information." Mitchell's Advertising Agency, London, England.

"We have found your book very helpful" George Batten Co., New York.



The Ready-Reference Desk Book of Hundreds of Advertisers

416 pages, pocket size and leather bound. 40,000 facts condensed and classified for quick reference

You Need—Now Ready!

HERE is a concise compilation of the facts and figures about Canada and Canadian advertising mediums to which you most frequently need to refer. All the things needful to know, yet hard to remember, conveniently classified in a handy little book. Not a mere directory—but independent of any advertising agency or publisher, compiled solely in the interests of advertising buyers. Answers literally thousands of questions about selling or advertising in Canada. For example:

Interesting Illustrative Features of This Year's Edition
Are the "Distribution of Population" maps also air views of the principal cities.

rketing Statistics

n exceptional detail, variety and completeness, carefully revised up-to-ate, occupy page 342 to 395. Here are the latest census figures of anufactures, agriculture, population, (distribution, race, religion, occuations, earnings, number dwellings and families, etc.); bank clearings, uilding activity, number autos, retail stores, industrial payroll by cities, nports, exports and other trade figures—literally thousands of up-to-date gures indicating trade conditions and market possibilities.

ly Newspapers

very daily in Canada listed on pages 25 to 93, (with characteristics of ach province and city graphically described), with carefully checked lata showing advertising rates, latest circulation figures, (divided to how local out-of-town, net paid and gross average—compared with revious year) column sizes, which use mats or unmounted plates. ssential information for any advertiser who wishes to buy intelligently. lso condensed data leading U.S. dailies for comparison.

gazines and Illustrated Weeklies

e listed on pages 111 to 117, showing column sizes, closing dates, t paid and gross circulation compared with year previous, current dvertising rates. Also tables showing distribution of their circulation v provinces—volume of advertising carried—and comparative rates id Canadian circulation of U.S. magazines.

icultural Publications

e listed on pages 123 to 139, showing column sizes, closing dates, net id and gross circulation, and current advertising rates. Also distriution of their circulation by provinces—volume of advertising carried y each—and comparative rates and circulation of representative U.S. rm papers.

Trade, Technical and Class Publications

are listed on pages 141 to 169, showing field covered, column sizes, closing dates, circulation and advertising rates—indexed by classes on pages 171 to 173.

Poster and Street Car Advertising Data

is given on pages 184 to 201, showing poster locations and rates in each city, names of plant owners, etc.—list of cities have street cars, number passengers carried and rates.

Directory of Advertising Agencies

will be found on pages 201 to 271, with complete lists of advertisers for whom they place business in Canadian publications. Also list of foreign representatives of Canadian publications.

Engraving, Printing, Type, Postal, Customs, Tax

and other desk data frequently needed by every wide-awake advertising buyer—showing specimens and costs of engravings, display type specimens, paper and envelope sizes, proofreading marks, postal and customs regulations and rates, trade mark and copyright regulations, express rates—list of Canadian house organs, catalogue of best business books suggestions for preparing copy, etc.

So accurate, so complete, so useful, that like many other advertisers, you'll wonder how you ever got along without it. Not a mere directory, but a complete data and rate book for advertisers—strictly independent and impartial. As indispensable to the advertiser as a time-table to a traveller.

All data condensed, classified and indexed for easy reference. Substantially bound in genuine leather, gold stamped. Eighth year of successful annual publication. Postpaid to any address, $5.00 a copy. Obtainable only from

. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

BERTRAM R. BROOKER, Business Manager

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 5 MARCH 1st, 1921

How Much Have Rates Gone up

Ask an average advertising man what has been the increase in advertising rates in the past year, and he will probably reply: "Somewhere between 50% and 100% advance over last year's figures."

He might quote one or two instances as "typical," but if pressed for further facts in support of his estimate, he would be hard put to it to find them.

The rates of a few papers have advanced 50% over those of a year ago. But very few, for the average increase for all Canadian dailies is exactly 29%.

The total of the circulations of all daily newspapers as listed in the 1921 edition of LYDIATT'S BOOK is 1,759,413 and the total of their advertising rates is $69.05 per column inch. A year ago you could buy 1,739,508 circulation of the same dailies at a cost of $52.79 per column inch. Figure it out for yourself.

Similar comparisons show an even smaller percentage of increase in the farm paper and magazine field. Taking into account the increased paper, labor and other costs effective during the same period, it will be evident that these costs will have to show a decline of from 10% to 25% before publishers will be in as favorable a position as at the end of 1919.

The advertiser who feels that he is being held up for "higher rates at a time when prices are going down" should take these facts into account. Advertising rates generally are only about 50% over pre-war levels, and costs in nearly every other line of business will still have to come down considerably before they get to this level.

Perhaps typical of the complaining advertiser is the manufacturer who objected to an increase amounting to 33-1–3% over the contract rate of December 1919, in the case of one publisher, although the prices of his own product had more than doubled during the same period. And the increased cost of his product was, moreover, largely responsible for the publisher's increase in advertising rates.

Analysing present newspaper advertising costs further, dividing the Canadian dailies into classes according to their circulation, we find relative rates (based on 5,000-line-contract) as follows:

Dailies under 5,000 circulation: Average circulation January 1920, 2,503; average advertising rate per inch, 18 cents. Average circulation January 1921, 2,912; average advertising rate per inch, 24 cents.

Dailies having 5,000 to 10,000 circulation: Average circulation January 1920, 7,469; average advertising rate per inch, 32 2–3 cents per inch. Average circulation January 1921, 7,328; average advertising rate per inch, 44 cents.

Dailies having 10,000 to 20,000 circulation: Average circulation January 1920, 13,137; average advertising rate per inch, 53 cents. Average circulation January 1921, 13,553; average advertising rate per inch, 68 cents.

Dailies having 20,000 to 50,000 circulation: Average circulation January 1920, 28,849; average advertising rate per inch, 86 cents. Average circulation January 1921, 28,508, average advertising rate per inch, $1.11.

Dailies having 50,000 to 125,000 circulation: Average circulation January 1920, 88,868; average advertising rate per inch, $1.75. Average circulation January 1921, 90,953, average advertising rate per inch, $2.33.

These figures answer the question: "Just how much have advertising rates advanced?" for the Canadian advertiser. As to how, or when, or if, advertising rates will come down again—that is another and different question.

The Editor and Publisher of

Marketing

is pleased to announce
the appointment of

BERTRAM R. BROOKER
as Business Manager

effective March 1st 1921

Mr. Brooker has been identified with newspaper advertising in Canada for many years, latterly as Promotion Manager for the Winnipeg Free Press. His association with MARKETING, at the beginning of its fourth year, is significant of its progress.

HOW UNCLE SAM'S "BOARD OF COMMERCE" WORKS

While we're wondering what to do with our much cussed and discussed "Board of Commerce" it is interesting to learn what the U.S. Federal Trade Commission has done and how it operates.

Written for MARKETING by WALDON FAWCETT

JUST in proportion as there is interest on the part of Canadian business men in the progress of the "trade commission" project in the Dominion, will there be impulse to turn the eyes to the south to note what success has attended the effort of the United States to establish a "supreme court of business." For it is not every nation that has essayed to invest an official referee with authority to pass upon the thousand and one delicate questions of commercial practice that are not specifically covered by statute. Brother Jonathan must indeed, be accounted a pioneer in thus making concession to the needs of modern business.

Canadian men of affairs who have found themselves at variance with some of their associates in their ideas as to the proper purpose and function of a trade commission may take comfort in the knowledge that there has been a sharp division of opinion in the United States, also, as to the logical duties, responsibilities and prerogatives of a federal business mentor. The Yankee trade commission has required a span of years to "find itself," if indeed it can be said to, even now, have gained its stride. Indeed, the experience of the United States attests that there is for a governmental trade commission a choice of two distinct and contrasting roles.

In the first years of its existence, the Federal Trade Commission at Washington was operated very much as a glorified "better business" bureau, enjoying all the prestige of the government and a continent-wide rather than merely local scope. Its policy was as its sponsors boasted, purely constructive or suggestive. Certain questionable practices in trade were denounced, to be sure, but, in the main, the members of the Trade Commission conceived their mission to be that of missionaries to bring about the more general acceptance in commercial America of the modern approved standards of business routine. For illustration, it may be cited that the commission conducted persistent propoganda to induce small business men to "keep books" in a systematic way. It had been ascertained that many manufacturers and merchants not only did not know accurately whether or not their enterprises were consistently returning profits but that, through failure to properly charge off depreciation, etc. they were actually paying taxes upon assets that they did not possess. Consequently the Trade Commission made a drive to persuade the victims of guesswork to take up scientific cost accounting. Other movements for business uplift were similarly undertaken.

With a change in the administration of the U.S. Trade Commission a few years ago, there came a sharp shift in the moving motive of the institution. It became less a kindly counsellor pleading with erring business men to mend their ways and took on the guise of a business policeman, always willing to warn in the beginning, but prepared to use force to put a stop to any exemplification of "unfair trading." It is only proper to note in passing that a certain proportion of the business public of the United States has never become reconciled to this change of attitude. It yet persists that, although the law creating the Trade Commission "has teeth in it," as the saying is, the efforts of this body should be concentrated on instruction in proper business pratice rather than on prosecution for in discretions.

Although the Yankee trade commission has, latterly, undertaken with energy the routine of a guardian of the business peace it must not be painted as neglecting entirely the erstwhile role of adviser. Indeed, a new instrumentality of advisory service has been developed in what is known as the "trade practice submittal," a form of conference in which members of any industry in which has grown up uneconomic practices which the members themselves would like to remedy if only they could be assured that all the competing interests would cooperate. Perhaps, for example, premium giving has been carried to excess, or maybe slack filling of packages has come about. The situation is ripe for reform but awaits upon somebody to "start it." The Trade Commission, an interested and impartial outsider, is the very agency to launch a corrective campaign. And its prestige, as a branch of the government, begets an attention that might in some instances be lacking were an industry to seek to clean house solely on its own initiative.

But for all that the Trade Commission is thus ever willing to appear in the part of "best friend" to business, the trend of the institution, in later years, has been in the direction of a consciousness which sees the obligation to primarly bestow attention upon the business interests that have wittingly or unwittingly created customs that have revealed themselves as detrimental to the cause of free competition and the public welfare. Even this, however, the program of a stern disciplinarian, has its constructive side, for business at large. A large proportion of the practices upon which the Trade Commission is called to sit in judgment are new and are followed to only a limited extent. More often than not they have been devised by the originators with no ambition to take unfair advantage of competitors or customers. If there were no business umpire to make prompt decision upon the merits or demerits of practices that are on the border line of propriety it is possible that rein would be given to licence until trade equilibrium was upset. In proportion then, as the rulings of a trade-commission nip in the bud the unfair flowers of commerce must its work be accounted a sort of burglary insurance.

Whatever the details of individual opinion of the course pursued by the U.S. Trade Commission it must be given credit for the inauguration of the most notable code of business ethics that the world has known. This would stand as its enduring monument were its existence to be cut short today. Likewise is it the aspect that is calculated to interest Canadian readers, for the principles established are in almost every instance no less applicable throughout the length and breadth of Canada than in the neighboring national community. The code that has been built by the preceptor at Washington is the more interesting in that it concerns itself extensively with the little niceties

of business strategy that are not, for the most part, embraced in existing commercial laws. For example, this U.S. trade commission has never concerned itself with trademark infringement, as such, and yet it has gradually evolved quite an elaborate code in denunciation of the "passing off" of goods, the use of deceptive labels, etc., etc.

Before enumerating some of the significant rules of business conduct that have been worked out by this body, which has enjoyed such rare opportunities for observation and investigation, perhaps a few words should be said in explanation of the procedure that is followed, albeit the method is less important than the results. Any individual, say, a dissatisfied ultimate consumer, or any competing corporation may, in confidence, complain to the U.S. Trade Commission of the practices followed by a designated maker or marketer of goods, or a group or combination of such interests. Upon receipt of such criticism the Trade Commission, by means of its field agents, makes preliminary investigation, and if the protest seems to be justified, formal notice is served upon the offending contender for trade to show cause why the cited practices should not be abandoned. In due course the case comes to trial, as one might say, before the Commission and, in the natural order of events, either the complaint is dismissed as unwarranted, or an order is served requiring the indicted business interest to "cease and desist." It is by means of the prohibitions laid down in these "orders" that there has been evolved that extended code of business ethics that, in so many of its particulars, intimately concerns advertisers and sellers of merchandise.

As whimsical fate would have it, the U.S. business oracle has been compelled to, against its will, incorporate certain principles to which it does not subscribe, in what is designated to be the ideal code of ethics. Notably is this the case with respect to resale price fixing or resale price maintenance, as it is sometimes characterized. The U.S. Trade Commission has repeatedly gone on record as of the belief that it would contribute to business stability and to open and natural competition to concede to the manufacturers of trademarked goods the privilege of fixing and enforcing the resale price at which such identified wares should be sold at retail, even though title to the goods had passed from the price fixer. The Trade Commission has gone so far as to urge the national legislature of the United States to enact a law specifically sanctioning this standardization of resale prices. But, as matters stand, the laws of the United States, as interpreted by the highest courts, prohibit dictation of resale prices and, having no alternative, the Federal Trade Commission has called a halt upon every marketer who has essayed to mortgage the future on goods bearing his name.

A phase of business proprieties for which the U.S. Trade Commission has prescribed an ethical groundwork that has attracted much attention is that which concerns "commercial bribery." The censorial body at Washington has resolutely set its face against all gifts of money, valuable presents, etc. bestowed by sellers upon the employees of purchasers as a means of persuading the recommendation, requisition or selection of the donor's wares. At the same time this trade mentor has disclaimed any desire to interfere with the conventional hospitalities which sellers extend to customers of the exchange of courtesies which commonly cement business relationships. In order to, the more readily prescribe the "valuable considerations" that, in the guise of bonuses, commissions and perquisites, cause a diversion of trade from natural channels, the Trade Commission is now seeking, at the hands of the Congress of the United States, a special law to control "commercial bribery."

By reason of the sharpened competition between the mail-order houses and the retail merchants of the land, curiosity will naturally be felt as to the attitude of our professional surveyor of business boundaries. On occasion the U.S. Trade Commission has, as it were, appeared, first on one side of the controversy and then on the other. It summarily placed on the carpet an organization of retail merchants that brought pressure to bear upon manufacturers to compel the latter to refuse to supply goods to the catalogue houses on pain of losing the trade of the amalgamated retailers. Similarly it put a stop to the sabotage of retail merchants who were bombarding mail-order houses with requests for catalogues and estimates, putting the direct sellers to considerable expense to carry on correspondence, and involving the loss of the catalogues of which the retailers made bonfires.

On the other hand, mail-order houses have been brought up short by the Trade Commission for misstatements or misrepresentation with respect to catalogued merchandise. One such summons was occasioned by the over-imaginative copy of a catalogue writer who represented his firm as sending its representative to Japan to personally select teas at the plantations when, in reality, the teas sold were obtained through the ordinary wholesale channels. A precedent that attracted much attention in business circles was that in which the Trade Commission denounced as unethical the ruse of a mail order house that offered to sell sugar at less than cost price but that made the proposal contingent upon the purchase of other goods upon which a substantial profit was obtained by the seller.

A school of sales strategy regarding which the U.S. Trade Commission has developed a highly sensitive conscience is that which stands as a temptation to many marketers of used or second-hand goods. The Trade Commission, in proceeding against various "typewriter exchanges," etc., has insisted that the idea must not be conveyed to unsophisticated prospects that goods are new and unused when, in reality, they are second-hand. And, it makes no difference, decrees the Trade Commission, whether there is actual misstatement or whether an erroneous impression is created by advertisements that adroitly withhold the information that the goods are salvaged. Again, the

THE NEW CRADLE SONG

—Knott in the Daily *News*.

What Medium Will Influence This Man's Purchases?

"I wish to add a word of apprcciation with regard to "The Nor'-West Farmer." It's a dandy, the contents are rcally practical and written in 'Western Farmer languagc.' I much prefer it to other papers. The latter often fill their pages with statistics and long columns of uninteresting figures which nobody reads.

"The Nor'-West Farmer dcals intelligently and in detail with matters that crop up daily in the life work of us Western settlers who comprise the majority of the population of the prairics. Many of us are beginners in the farming game and have lots to learn about it, mechanically and from the agricultural standpoint.

"For instance, you published an article last Fall entitled 'Why knotters sometimes miss' (illustrated). I cut it out and carried it on the binder in a tin box. It was the first time I had run a binder and it was an old one to boot. That article saved me hours of monkeying with the knotter, which sometimes took a notion to buck. It also helped three of my neighbors who had trouble with their binders.

"Time is money when cutting a ripe crop and a binder which throws out loose bundles is the worst time killer there is. That article was worth dollars in hard cash, and represents real service given by your farm paper.

"I'm not very good with a pen but hope I have made my meaning clear as to what is most helpful and appreciated by the homesteaders and settlers to whom knowledge gained by actual experience is usually very expensive."

Yours sincerely,

(Sgd) HENRY T. COOK,
Hanna, Alberta

THE instance cited is one of thousands. Any one of our 75,000 readers could tell of equally valuable help obtained from the Nor'-West Farmer. Every line of the reading matter is practical, and the thousands of inquiries received by our Subscribers' Service Bureau testify to the interest created by Nor'-West Farmer reading matter and the value of its special services.

Eastern Canada Office
J. B. RATHBONE,
95 King St. E., Toronto
413 Transportation Bldg.
Montreal

The Nor'-West Farmer
The Pioneer Farm Journal of Western Canada

Eastern U.S. Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York

Established 1882

Published to Promote Good Farming

IT is an axiom with many experienced advertisers that considerable time must elapse before any publication can gain a strong hold upon a responsive clientele of readers.

This is regarded as especially true of the farm field.

This is but one reason why

The
Maritime Farmer

is among the first chosen with so many advertisers in Canada.

Established for more than twenty-five years, edited to meet the practical needs of the Maritime farmer, it is one of the oldest farm journals in Canada, and enjoys an influence equalled by few, if any, Canadian farm journals.

It is still the only farm paper printed in Eastern Canada.

Published Fortnightly
Circulation : 13,800 per issue
Rate : 10 cents a line flat

The Maritime Farmer

Sussex, New Brunswick

Trade Commission insists that if machines, say typewriters, are offered as "rebuilt" they must have been actually taken down and the worn parts renewed, not merely been made the subject of superficial repairs. In pursuance of this same corrective policy the Trade Commission has struck at the subterfuge of the "stencil" piano which is marked at the factory with a price inscription which, instead of indicating its real value has been designedly inflated in order to permit liberal discounts or concessions for the purported list quotation.

The adages, once accepted, to the effect that all is fair in commercial war as in love and that the buyer must beware have found no sympathy in the framing of the ritual of the U.S. Trade Commission. Thus we behold the business pace-maker issuing one of its orders against a marketer of vacuum cleaners or suction sweepers who permitted his salesmen to tamper with the products of a rival house so that when the competitive specialties were ranged side by side in comparative demonstration, the advantage was unfairly with the make whose mechanism had not been manipulated. Bogus independence is another sales manoeuvre that will not be countenanced by the straight-laced censor. A seed company that marketed its wares under its own name and likewise through the medium of a "dummy" that purported to be a separate and distinct corporation was required, by mandate of the Trade Commission, to disclose to the trade and to the purchasing public that the two firms were, in reality, one and the same.

A subtle sales attack was discountenanced when the U.S. Trade Commission took to task a marketer who was undermining competitors by distributing ostensible free "samples" in larger quantities than was plausible for sample or demonstration purposes. Another trade, lacking in fine scruples, was required to refrain from offering to buy up for cash the samples distributed free by its competitors in an effort to gain a foothold in the market. As in keeping with the other ideals it has endorsed, the business tribunal has declared that it is bad form for a marketer to entice away the salesmen of a competitor provided it is done for the purpose of injuring that competitor. In view of the prominence, just now, of the subject of "cancellations" it is worthy of mention in passing that the U.S. Trade Commission dealt summarily with a manufacturer of automatic-measuring gasoline tanks who persuaded persons to cancel and rescind the orders for similar goods that had been given to competitors.

A study of the history of the workings of the trade commission in the United States as an official balance wheel for big and little business cannot but be impressed by the large proportion of the established ethics that deal with advertising. Broadly speaking, the principle has been upheld that no marketer has a right to steal the advertising thunder of a rival. To that end, the Trade Commission has summoned before it advertisers who have simulated the copy of others in the same line and on one occasion such an accounting was demanded of a business man who copied the distinctive color scheme employed in the advertising of a competitor. That the same code is applicable to local newspaper advertising that has been drawn for national or "foreign" advertising was attested when the Trade Commission took cognizance of the plight of a merchant whose distinctive store name had been all but duplicated by a man of the same name who opened a rival establishment on the same street and only a few blocks distant from that of the pioneer.

Perhaps no more radical principle has been promulgated by the U.S. preceptor of business conduct than that which places outside the pale of commercial rectitude the firm which pictures, on its stationery or other printed matter, factory buildings that do not exist or at least do not exist as represented. There has been denunciation, too, at Washington of the use of fictitious letters that either endorse a product or disparage the product of a competitor. A manufacturer of a toilet preparation got into the black books of the U.S. Trade Commission when he quoted excerpts from an alleged article of endorsement in a newspaper, the fact of the matter being that the article quoted was in reality a paid advertisement. And one of the largest advertisers on the continent was called upon for proof when it advertised that it was enabled to sell at lower prices than competitors because of its large purchases and rapid turnover.

Failure to disclose adulterations when advertising and selling goods has been the sin of omission that has brought scores of U.S. firms before the Trade Commission at Washington. For example, underwear composed in part of wool and in part of cotton has been designated in a manner to convey the impression that it was all-wool, and artificial silk has masqueraded as genuine silk. On one occasion a marketer of condensed milk was compelled to change the "dress" of his goods because, quite

1866 1921

"The Paper With a Punch"

The Figures Below Show Why Advertisers Get Results

Cash subscriptions received in two months direct from subscribers and banked:—

December	1920	$17,824.26
January	1921	12,225.31
	Total	$30,049.57

Books open for verification

(No strong-arm canvassers ever used by this publication).

For Advertising Rates, etc., write

THE WILLIAM WELD COMPANY, LIMITED

Member A.B.C. Since Start

London, Canada

Publishers

The Farmer's Advocate and Home Magazine

The Farm Family Paper for Fifty-Five Years

Efficient Co-operative Marketing

by

The Farmers and Fruit Growers

of

Nova Scotia

has not only found them a ready market for the products (principally potatoes, apples and hay) of their farms and orchards—but it has brought them prices ranging from 2 to 3 times greater than those secured by the unorganized farmers immediately across the line in the New England States and in other parts of the Dominion.

The

United Farmers' Guide

The Leading Farm Paper in the Maritime Provinces

besides its circulation among the farmers in New Brunswick and Prince Edward Island, has about one third its circulation among the best organized and most prosperous farmers in Nova Scotia.

Published Every Wednesday

Editorial and Business Offices MONCTON, N.B.

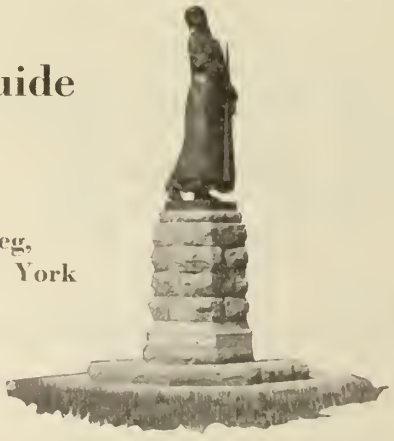
Printed at GARDENVALE, QUE.

The

United Farmers' Guide

Branch offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg,
1478 Broadway, New York

Successful Applicants A.B.C.



"In the Land of Evangeline"

innocently and unintentionally, he had used a "get-up" that indicated that the produet was manufaetured in Europe instead of in North Ameriea. In conelusion it may be noted that the supervisory authority set up at Washington has never missed an opportunity to take umbrage at any and every form of marketing technique whereby a seller has held out the idea that his product had been adopted by or endorsed by the government of the United States when the faets do not justify that representation. Even if there is some ground for the elaim there must be no exaggeration. Thus, a manufaeturer of spark plugs, whose produet had been tested at the government laboratories, was brought up short when he sought to convey, to the lay public, the impression that this test was equivalent to governmental certification of the produet. That the good intent and worthy purpose of the U.S. Trade Commission are, however, well recognized and conceded by the majority of U.S. business men is eloquently attested by the fact that the great preponderance of marketing interests, that are cited for taking supposed liberties, voluntarily abandon their practices the moment that any question of propriety is raised.

* * *

Oppose Government Monopoly

A propaganda campaign against the proposed Quebec Government monopoly of the sale of liquor is being carried out by the Retail Merchants' Association of Canada, at Montreal, under the charge of Mr. Beaudry. It is planned to carry this advertising not only in the city press, but in all small local papers too, so as to present a wide and united front against the proposed monoply. The object is to retain the grocers' system of licensing for the sale of beers and wines. The advertising is marked by vivid comparisons of Canada with Bolshevic-ridden Russia, apparently all in favor of Russia, due to the government control of liquor by monoply and is apparently designed to reach the heart—or stomach—of the ignorant. The General News and Advertising Agency is handling this campaign, through Edward Montel, general manager.

* * *

A campaign in favor of a Metropolitan Commission for Montreal Island is being conducted by a number of municipalities outside Montreal City. They bitterly oppose annexation to the city, for which Mayor Mederic Martin has been working at Quebec Legislature, feeling it will mean the loss of their identity and control over local affairs. A metropolitan commission on the other hand will prevent weaker municipalities defaulting or running into extravagance, protect the financial credit of the province, and carry on co-ordinating work looking to the scientific development of Greater Montreal.

An address by Robert Job, vice-president of Milton-Hersey Co., Ltd., on the testing of supplies from a buyer's point of view was the feature of the meeting February 17, of the Montreal Purchasing Agents' Association held at the National Club. A representative of the Toronto association was present to consult with the Montreal body as to a possible Dominion conference of purchasing agents. M. A. Hoey endorsed the Canadian Manufacturers' Association's "Made in Canada" campaign.

The Montreal Publicity Association held their second monthly lunch for the French branch February 16, Col. H. de Martigny, the guest of honor, giving an interesting address on the necessity of means to spread correct knowledge of business principles amongst the public. Financial publicity supposed service to the consumer and to the public, he said, and was a guarantee to the public of service and of the article of commodity supplied. He illustrated the progress of financial publicity with work done by insurance companies, declaring this was an example of growth and of action in the right direction. Even the largest of banks, too, are now issuing intelligent, broad and useful advertising matter, and had overcome their old prejudices against publicity. Several members, including Emile Gour, Hercules Lavoie and August Decarie, gave excellent vocal and instrumental selections.

The Commercial Society of McGill's University heard an address on "Publicity" by E. Emery, of National Publicity, Limited, on February 22.

An advertising spelling bee is a stunt under preparation for one of the Montreal Publicity Association's lunches. The idea is to have a list of slogans used by well-known advertisers, such as "He won't be happy till he gets it," "Alas, my poor brother," "Your nose knows," and so on, the winner to be the man who gets most of the names of the advertising houses. An address on what an advertiser should know of engraving is also being arranged it being found that many advertising men are far from familiar with magazine and newspaper requirements, and therefore do not get the best value out of their engraving work. After the address there will be some examples made of practical engraving.

The Quebec Legislature is proposing to publish in the press the new liquor bill, as soon as it becomes law, the idea being that then no one will be able to plead ignorance of the law. It will mean a lot of advertising, the suggestion being to use a whole page in papers of the French and English-speaking press.

A new campaign for the Eastern Sheet Metal Association is running in farm papers, placed through the Toronto office of Advertising Service Company.

Appliances Limited, King & Simcoe Sts., Toronto are now sole selling agents in Canada for the "Blue Bird" washing machine, which, it is announced, is now being distributed through jobbers.

Announcing for 1921
Household Magazine Numbers

a Specialized Service

Reaching the Farm Women of Western Canada

Dates of Issues

April 13	July 13	Oct. 12
May 11	Aug. 10	Nov. 9
June 8	Sept. 14	Dec 14

General Particulars

The farm population of Western Canada is two-thirds of the total. Investigations show that farm women make the major portion of the farm's yearly purchases. As individuals, and as a class therefore, the trade of Western Canada's farm women is an important item.

The farm journal is the logical medium for reaching this trade. Not only because other circulation of corresponding quality is restricted in this field but also because the farm journal is a magazine for its women readers as well as a technical or trade paper for the men.

The Guide has specialized on service to its women readers and takes the leading position in its class in this field in volume of women's reading matter. Supplementing this it announces that the issue for the second Wednesday of each month will be devoted practically entirely to women. Fiction, fashions, cookery and various branches of domestic economy will form leading features in the editorial work.

Present schedules can be revised or new schedules made to embrace any or all of the dates given above. The circulation guarantee is 82,000—the rate 65c. an agate line flat.

The
Grain Growers' Guide
WINNIPEG, MANITOBA

Branches at

TORONTO 53 Yonge St. | NEW YORK 1478 Broadway | MONTREAL c/o Gardenvale P.O. Que.

and at MONCTON, N.B.

Member A.B.C.

Another Record Smashed In Kingston

The Daily Whig's circulation (A.B.C. figures) averaged *6,420* for December.

The Whig is a big paper in a small city. Put it on your list of advertising mediums; it will produce results.

The Only A.B.C. Paper in Kingston or within 100 miles

Save the Surface Compaign a Success

Report of Committee of Canadian Paint Oil & Varnish Association describes a co-operative advertising effort which has been signally successful

THE report of "Save the Surface" Campaign Committee to the eighth annual convention of the Canadian Paint Oil & Varnish Association shows expanded activity following the inauguration of the campaign the year previous. It was felt that there was need for a fuller understanding of the aims and objects of the campaign on the part of many subscribers, and the great majority of salesmen, jobbers and retail distributors. The conclusion reached was that this could only be effected by personal contract with all classes of the trade, and that if their thorough co-operation could be obtained in spreading the "Save the Surface" idea it would be of inestimable value.

After a thorough discussion of this problem, it was decided to hold on April 30th a convention in Montreal, of subscribers, their salesmen, jobbers, retail paint dealers, master painters and others interested in the manufacture, distribution and use of paint. The success attending this gathering encouraged the committee to such an extent that similar conventions were held at Toronto, Vancouver, Calgary, Edmonton and Winnipeg.

Suggestions as to details of organizations considered desirable at the various centres were submitted by the committee to the local committees at Vancouver, Calgary, Edmonton and Winnipeg, and all the subscribers were furnished with a report of this convention tour.

The Committee's report says:

One noticeable feature was the editorial support accorded by the newspapersof Vancouver and Winnipeg, which you will agree constitutes an exceedingly strong endorsation of the campaign.

A large part of the summer and early fall of 1920 was taken up in this organization work, the cumulative results of which cannot become fully apparent until 1921.

The publications in which "Save the Surface" campaign advertising has appeared, are divided into three classes: —City dailies, farm papers and magazines.

In addition to the distribution of the funds at its disposal in the conduct of the advertising campaign, the committee has printed and distributed the small book "Making Money in the Painting Business," which has been very popular and in great demand. During the last few weeks an attractive Window Trim has been secured for 1921, copy of which is before you. Large numbers of slogan cuts have been distributed, and your committee here wish to record the fact that there has been a great improvement in 1920 over 1919 in the use of this slogan, although some subscribers still at times forget its use in their advertising. This occasional neglect is to be regretted, as the constant use of the slogan should be the aim of all in order to keep it prominently before the public eye.

A reference to the folder sent out recently to all subscribers, containing the advertisements it is proposed to use during 1921 will, we feel confident, satisfy you that an excellent selection has been made. They were prepared with the greatest care in order that every branch of the industry represented in the Association might be covered in our series.

The entire funds placed in the hands of the committee were spent in advertising. Travelling expenses, where necessary in the interests of the campaign, were paid for personally by the members of the committee or by the firms they represented. It is not intended to extend the number of advertising mediums or space occupied, but to carry out the 1921 campaign on the same lines as those of 1920, will cost a considerable larger sum. This is due to the increase in advertising rates and also the marked advance in printing rates.

VOLUME ADVERTISING. JANUARY 1921 IN REPRESENTATIVE CANADIAN DAILIES

	Foreign Display	Local Display	Classified	Total Lines
Calgary Herald	132,364	397,751	150,201	680,316
Edmonton Bulletin	70,560	254,338	67,732	392,630
Edmonton Journal	157,150	472,522	130,214	759,886
Vancouver Province	168,364	759,360	211,385	1,139,110
Victoria Times	96,488	123,930	95,578	315,996
Winnipeg Free Press	219,960	588,883	249,317	1,058,160
Winnipeg Tribune	135,955	582,691	85,688	804,334
St. John Telegraph	5,894	8,050	798	14,742
St. John Times Star	5,992	12,530	1,820	20,342
Brantford Expositor	97,272	332,066	37,114	466,452
Galt Reporter	47,628	224,728	11,304	712,660
Kitchener Record	60,844	198,226	22,634	281,704
Kingston British Whig	81,935	330,710	19,677	432,322
London Free Press	158,475	293,700	67,500	519,675
Ottawa Journal	127,081	491,898	37,731	656,710
St. Catharines Standard	74,438	259,784	27,986	362,208
Windsor Border Cities Star	111,755	330,358	80,636	522,749
Montreal Gazette	285,999	471,209	11,463	768,671
Montreal Star	231,530	732,565	184,060	1,148,155
Quebec L'Evenment	62,443	128,426	8,803	199,702
Sherbrooke Record	102,430	121,304	....	223,734
Moose Jaw Times	75,903	139,025	26,784	241,712
Regina Leader	141,980	259,431	109,876	511,287
Regina Post	95,260	187,741	109,876	392,877
Saskatoon Phoenix	60,664	249,369	86,188	396,221
Saskatoon Star	117,901	337,199	85,128	540,228

A series of letters has been sent out to all subscribers dealing with the subject of finances, and your committee hope that these letters have been given most careful thought.

A thorough investigation leaves no doubt as to the value of the campaign. Individual subscribers have furnished evidence of this by stating, in one case, that in the neighborhood of $2,000.00 worth of material was sold to one buyer as a result of the campaign; another states that as a result of the campaign accounts have been opened in establishments where paint was never before handled. Many retail dealers maintain that their sales have been materially increased through this medium, in fact from all sides tangible evidence is forthcoming bearing out this contention. The committee therefore feels, when the difficulty of estimating even approximately the results obtained from any form of advertising of a general nature is considered, that the campaign's success has been proven to a marked degree.

It will be of interest to note the action taken by the paint, oil and varnish manufacturers of the United States, when a short time ago they agreed to increase their subscriptions to the "Save the Surface" campaign from a matter of $110,000 to approximately $700,000, or five times as much as their original appropriation. There can be no stronger indication of the faith which lies behind the campaign in the country to the south of us than this enormous increase in the funds to be placed at the disposal of their committee.

Up to this point the movement may be regarded as a large scale demonstration rather than a complete program of serious work. The demonstration, however, has been so overwhelmingly convincing, the results have so completely justified the faith of the original proponents, that there can be no further doubt.

In view of all the circumstances, the committee feels that the subscribers will not have the slightest difficulty in realizing the importance of carrying on in 1921 advertising commensurate with last year, and after very careful consideration, is confident that its appeal for an increase of 50 per cent. over 1920 subscriptions will be heartily responded to.

The committee is carrying out the plans of the association as unanimously decided upon. The detail work in connection with organization, advertising, etc., etc., can be, and has been done by the committee, but, without the enthusiastic co-operation of each individual subscriber the best results cannot be realized.

It has been felt that sufficient interest in the campaign is not being displayed by the selling staffs of the members of the association. The various advertising staffs seem to have taken a stronger hold of the material and ideas offering than have the sales departments. The enthusiasm evidenced by the money subscribed and by the work of the committee simply must be backed up by more, and still more, efforts on the part of the sales departments and the individual salesmen in their work throughout the country. This can only be secured by constant work on the part of the subscribers themselves, for, as previously stated, the maximum benefit to be derived from the campaign cannot otherwise be realized. Salesmen must be made to assume their part in the campaign, and the opinion of the com-

The Dominant Medium

A HAPPY phrase to use in describing the position of

The
Ottawa Farm Journal

in its own concentrated field.

Dominant—explains the dictionary—means "HAVING SUPERIOR INFLUENCE."

THE OTTAWA FARM JOURNAL enjoys its superior influence in the 17 Counties of Eastern Ontario and English-speaking Western Quebec, because of the confidence it enjoys among its 25,000 subscribers.

Its Editors are both experienced farmers and live journalists — its articles at once practical and authorative—more than 200 write personal letters each week on matters affecting the farmer's business and farm home betterment.

Small wonder THE OTTAWA FARM JOURNAL enjoys by 8,000 a greater circulation in the territory it covers—the prosperous Great Central Dairy Belt of Canada—than any other Canadian Farm Paper.

Records of advertising lineage show, conclusively, how National and International Advertisers appreciate the Dominant Medium in these parts.

Ask. any Advertising Agency !

THE OTTAWA FARM JOURNAL

OTTAWA, (Member A.B.C.) **CANADA**

Net Circulation January 1921, 24,678

BRANCHES:

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

Ask the spacebuyer

why he uses

The Daily Telegraph

and

The Evening Times-Star

in St. John, N.B.

He will tell you that they are the only A. B. C. papers in New Brunswick and when he buys their space he knows that he is getting all that he pays for.

Space buyers prefer to deal with papers that are members of the A.B.C. Probably that is why so many advertisers use the Telegraph — Times-Star combination exclusively for their New Brunswick advertising.

These are the only papers in New Brunswick that are members of the A.B.C.

mittee is that the sales managers can bring this about to a greater extent than has yet been evidenced.

The committee feels that, assured of the active support of both sales and advertising staffs of the subscriber to the campaign, it will be in a position to perfect further plans for carrying the campaign along desired lines.

Better organization and co-operation amongst our own association members must be forthcoming before we can expect to secure the hearty support of such distributors, master painters, etc., etc., who may not have yet come in contact with salesmen who show the energy to be expected from representatives of those who are subscribing cash to carry on this work.

In order to assist subscribers to promote the campaign among their own sales staffs, an article headed "Talks to Salesmen" has been written and recently distributed. This gives suggestions which the committee feels should aid in creating the desired interest in the minds of all salesmen, but it is only a guide, intended to be used as such, and in no way to be considered the only method of bringing about the active support of the salesmen.

* * *

The advertising of Canadian Oil Co.'s is now being placed through the Norris-Patterson Ltd. advertising agency.

* * *

The Halifax *Herald* has sent its advertising friends a most interesting and attractive calendar for 1921, the feature of which is a color reproduction of the start of the Great International Fisherman's Race between the "Delawana" representing Canada and the "Esperanto" representing the United States, held off Halifax a few months ago. The race was for a trophy put up by the *Herald*, and is to be an annual event.

* * *

W. E. Kimpton, formerly with the Consolidated Advertising Service, has joined the staff of the Financial Advertising Agency, Toronto office.

* * *

The Federal Advertising Agency of London has secured the advertising account of the Ontario Equitable Life and Accident Insurance Co. of Waterloo. The first annual statement has already been sent out, and copy will soon be running regularly in daily newspapers, financial and insurance mediums.

* * *

The University of Manitoba has announced its fourth annual short course for retail merchants and their salesmen, to be conducted in Winnipeg during the week February 28th to March 4th. The program will include lectures and conferences on merchandising, salesmanship, advertising, accounting, show card writing. In addition to Manitoba speakers several widely known experts have been secured in the persons of Paul Findlay, retail merchandiser of the California Fruit Growers Exchange, Robert C. Line, formerly professor in marketing of the University of Minnesota and Judge Frank Wilson, director of community development University of Minnesota.

To Boost B.C. Goods

The manufacturers of British Columbia are to launch a big campaign which will endeavor to persuade residents of that province to buy "Made-in-B.C." products. A large fund is being raised for the project, offices are being opened and Bruce A. McKelvie of the Vancouver Province appointed as manager.

The scheme was unfolded at a large dinner held a few weeks ago under the auspices of the manufacturer's bureau of the Vancouver Board of Trade. It was received with enthusiasm, and $6,000 is said to have been subscribed at the time to cover preliminary expenses. It is hoped to raise at least $72,000, which amount is considered necessary to make a success of the enterprise.

It is hoped to carry on extensive newspaper advertising, bill-board appeals, educational work in the schools, organize "Made-in-B.C." days and "Made-in-B.C." weeks, and loosen a lot of oratory at luncheons and gatherings of clubs and semi-public bodies.

It is not reported that there is any intention of notifying business men outside the province that it will be useless for them to try and get business in B.C. while this fever is spreading. Buy-at-home enthusiasts may be expected to forget all about outsiders, until an opportunity offers to buy to better advantage in another market—then pledges and patriotism count for little.

It is interesting to hear of this determination to stir up some business, nevertheless.

* * *

Permanent Exhibition Samples

A permanent exhibition of over a hundred thousand samples of all kinds of manufactures and other goods has been collected in London, England, with a library of 15,000 foreign trade catalogues. Capt. E. J. Edwards, Senior British Trade Commissioner, Montreal, states that this exhibition is open to all British Manufacturers, for the purpose of examining foreign competitors' products and methods, and considers it will assist Canadian manufacturers, who could have their British agents make examinations, and report back, or this could be done on their behalf by the Canadian High Commissioner's office in London. The foreign trade catalogues have been divided into two main sections, German and Austrian, and all other nations; the index which has been received shows that practically every line of manufactures has been well covered.

* * *

A new monthly publication has been launched by the Industrial and Educational Press, of Gardenvale, P.Q., under the name of "Scientific Agriculture."

* * *

J. H. Conover, manager of the Ontario Division of the Martin-Senour Co. Ltd., has been appointed general manager of the company, with headquarters at Montreal.

* * *

The Beaver Co. Ltd. of Thorold and Buffalo has launched an extensive advertising campaign in Canada for its news products, Vulcanite roll roofings and asphalt shingles. It is placed through the Baker Advertising Agency.

Exhibit of Hamilton-Made Goods to Tour West

The Hamilton Chamber of Commerce has arranged to equip a train with exhibits of Hamilton-made products and tour the Western provinces with it during the month of June. The train will be accompanied by representatives of the exhibiting firms, and stop at every place of consequence, where possible reunions will be held of former Hamilton residents. It is expected that about 125 representatives of Hamilton industries will be on the train.

The Pittsburg Gage & Supply Company, manufacturers of "Gainaday" electric washers and ironers, has appointed W. H. McBride advertising manager. For the past three years he has been associated with the advertising department of the Company.

Anderson-Macbeth Limited, Toronto, announce the launching of a country-wide campaign for the week of March 14th for "Borsalino" hats. It will be featured in a series of newspaper advertisements as "Borsalino Week" and merchants are urged to co-operate with window displays and local advertising. To stimulate this co-operation prizes are offered for the best window displays of Borsalino hats during the week, and additional prizes for the best retailers' advertisements, exclusively Borsalino, during the same week.

The John Morrow Screw & Nut Company Ltd., Ingersoll has appointed the James Fisher Company, Toronto, as its advertising agents.

Fire did $20,000 damage to the plant of the Port Arthur *News-Chronicle* on February 12th, largely through smoke and water. While repairs are made the *News-Chronicle* and Fort William *Bulletin* are being printed in the plant of the Fort William *Times-Journal*.

An increase in express rates has been granted by the Dominion Railway Board, amounting to 35 per cent. on first class rates and charges, 25 per cent. on second class and 20 per cent. on commodity rates. The increases are now in effect.

In connection with the amalgamation of the Kraft and Maclaren cheese interests, reported in the last issue of MARKETING, it is announced that an advertising campaign is being planned for June or July, or as soon as possible after new quarters in Montreal are occupied.

The West of England Tailoring Co., Toronto, is advertising for mail orders for made to order clothing, through R. C. Smith & Son, Ltd., advertising agents.

L'Oreal, a French hair dye, is to be marketed in Canada, and a comprehensive advertising campaign to secure its introduction is under preparation by Advertising Service Company, Montreal office.

THE MOUTH

of a city is its newspapers. Far and wide it tells the news of the day, and as a mouth the merchant uses it to speak to his customers and the thousands he could speak to in no other way.

The Times-Journal

is the mouthpiece through which your advertising will most effectively reach the people of St. Thomas and Elgin County in which it is the only daily paper published.

The Times-Journal of St. Thomas,
LIMITED

Circulation over 9,000 daily

The French Newspaper that has gained recently thousands of new readers in Montreal is

La Patrie

JOURNAL DU PEUPLE

National Advertisers cannot properly cover the territory in Western Ontario without using space in the

Galt Daily Reporter

which is the only daily newspaper published in South Waterloo. Its net paid A.B.C. Circulation of 4,639 is delivered to a majority of the homes in the city of Galt, and the towns of Preston and Hespeler with over 500 going to the farmers in the neighboring territory.

Your advertising agency can quote you rates and tell you of satisfied national advertisers using *The Reporter's* advertising columns.

Galt Reporter Ltd.

(Member A.B.C.)

GALT, - - ONTARIO

U.S. Representative
GEO. B. DAVID CO., Inc.,
New York City

A Customer says:

"I am exceedingly well pleased with the way you print our House Organ.

The type setting is very neat and attractive, your press work is splendid.

You must be well equipped to handle this class of work."

WE ARE

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST. CLAIR AVE. TORONTO

Kirkwood's Letter from London

(*Continued from page 154*)

papers rather than yield to the trade unionists. Since no London newspaper has ceased publication, the inference is that the "Jam factory journalists" have drawn in their horns.

Who Pays the Cost of Advertising?

This question has been asked publicly, and answered publicly—and variously. The business manager of Pears Soap has ideas, and he has put them into an advertisement the text of which is as follows:—

"It is surprising that many people in these days should still misunderstand the motive of advertising and still regard with a certain amount of suspicion any firm which has enough confidence in its own productions to proclaim that they are good. The cost of advertising, in their opinion, is added on to the price of the goods, and the public have to pay through the nose for what is merely an exhibition of self conceit on the part of the manufacturer.

> "The sober truth is of course that the increase of trade, which invariably results when a valuable commodity is intelligently advertised, is so great that the manufacturer, after paying all advertising expenses, is able, by the economies of mass production, actually to sell at a lower price than would have been possible if he had never advertised at all. If therefore you buy a well-advertised article you are getting the highest value for your money.
>
> "And there is another point to remember: A firm that advertises gives hostages to fortune. If you buy a well-advertised article and *dislike* it, you will take very good care to get something else next time. The very advertisements that made you buy it in the first instance will simply remind you of your disappointment. A good advertisement may make a first sale, but only the qualities of the articles themselves can make people repeat their purchase. Thus, a firm which proclaims its wares as the best obtainable, the wares themselves on trial proving inferior, might for a very short time make a profit through trial orders; but the prosperity would not last six months. In a short time the firm would be dead.

The foregoing is one man's view; or, perhaps, his way of stating his point.

Without attempting to argue the matter, I would say that the cost of advertising is a selling cost, and must be figured into the price paid by both retailer and consumer; but this does not necessarily mean that the cost of advertising raises the price to either retailer or consumer; for it may actually happen—it happens again and again—that advertising, by increasing production, lowers production costs, which in turn lowers the selling price.

One meets with would-be and actual advertisers who have not figured as a cost, the amount to be spent on advertising; which means that the cost of the advertising must come out of profit. This is bad finance. But, plainly and bluntly, the fact is: the consumer pays the cost of the advertising—or should.

Census in Britain

On Sunday, April 24, 1921, will be taken the official decennial census of the British Isles. Since 1911 has occurred the Great War, which cost Great Britain nearly a million lives; also there have been two influenza epidemics which carried off other 200,000 lives.

As against these losses are to be put the decline in emigration and a considerable advance in the birth-rate.

The first general census of the United Kingdom was taken in 1801, and since that year there has been a fresh numbering every ten years, with the following results:

1801	16,345,646
1811	18,509,116
1821	14,272,187
1831	24,392 485
1841	27.036,450
1851	27,742,056
1861	29,321,288
1871	31,845,379
1881	35,241,482
1891	38,104,975
1901	41,976,827
1911	45,370,530

A month before the outbreak of the war, the population was officially estimated at 46,089,249.

Four thousand enumerators will collect and deliver the papers, and by the beginning of June it is hoped to issue a preliminary report, showing rough totals of population in the various localities throughout the country.

The full report will necessarily take many months to complete, for forty million records will have to be dealt with. When the returns have been collected by the enumerators, they will be sent to the old Lambeth Workhouse, which has been taken by the Registrar-General. Thus the staff, by the aid, as before, of tabulating and adding machines, will arrange and classify the information. Official coders will take the returns and translate the descriptive statements of occupation, place of work, birthplace, and so on, into numbers. The whole of this coded information will then, by means of punched holes, be put on cards containing long strips of numbers. These cards in turn—

one eard for each person in the country—will be fed into the machines.

By this means, it will be possible to obtain any combination of particulars desired, such as the number of persons engaged in any one of the six or seven hundred leading occupations, how many of these persons are married, how many are single, how many are male, and how many female. Any one subject of information, in fact, ean be classified with any other subjeet.

Lost Parcels

A deeision given by a British Judge is of general interest, and this applies to Canada. It amounts to this: that the responsibility of a tradesman in respect of goods ordered and paid for, ceases when he has handed the pareel to the Post Office or other reeognized mode of transport. If the parcel is lost on the way to its destination, the buyer cannot reeover what he had paid the tradesman, even though the parcel never reaches him.

What rights the person who pays for goods which he does not get has against the Post Office or other carrier raises another issue which depends on the circumstanees in each case. The stereotyped defence of the Post Office is that it is infallible and that no parcel properly packed is ever lost. But the loss of parcels in the post seems a fairly familiar fact, and the dubious position in which the law plaees the buying public makes it everybody's business that the Post Office should be thoroughly efficient and reliable.

Since Canadian law is modelled on the British pattern the reeent British decision will probably have a bearing on Canadian legal opinion.

Real Estate Advertisement

An advertisement of a Real Estate agent in Kingston-on-Thames, published in the local (semi-weekly) newspaper at the end of the year, occupies almost a whole page—7 columns out of 8; and is a "Results" advertisement. The page is made up, for the most part, of a series of "smalls" over each of which is the word "sold." These advertisements state tersely the nature of the "Results" transaction: For example:

SOLD—Teddington: Freehold residence known as 6 Kingston Lane. Mr. A. C. Bonson begs to announce that he sold the residence during 1920.

Each advertisement is of the type of the above.

The whole advertisement is a very convineing one. It presents an idea which can be used advantageously by many property agents in Canada; and I suggest that publishers and real estate agents should diarize this idea for use at the end of the current year.

REAL SPENDERS

Reaching the Buying Power of Quebec means

Using—

The Telegraph

ALWAYS

Frank M. Alexander

Has been engaged as advertising manager of this Company. Mr. Alexander has been with The MacLean Publishing Co. since 1895, and is recognized as one of the foremost authorities on merchandising in Canada.

W. L. Edmonds

Has agreed to supply our papers with a serious of interviews with successful retailers on merchandising problems.

Could any greater proof be given of the vitality of our merchandising papers.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

OWEN SOUND The youngest city and the most prosperous.

Population 12,218

The Sun-Times

(Every Other Day)

Is the only newspaper that covers Owen Sound and district.

Sworn Average Circulation

6,241 Copies

Include The Sun-Times in your daily list—also include The Oshawa Reformer, (Every Other Day).

Copy Man Wanted

WANTED Copy man for Western Branch of an Advertising Agency. Must be good on layouts. State experience, salary expected and send samples of work. All applications treated strictly confidential.

Box 16, *Marketing*

Need Good Copy?

The amount spent does not make advertising successful, it is the efficiency of each advertisement. Use a portion of my time each week at your office for writing snappy sales letters, folders, copy for newspapers, trade papers, magazines, cards, signs, etc.

FREDERICK M. HAHN
931 College St. : : Toronto
Telephone College 7894

Where Advertising Counts, and Sales Don't "Hang Fire"

The Examiner
PETERBOROUGH

Covers both City and Country.

The ONLY daily paper in Peterborough County.

Reaches all the city homes, and best farm homes in the district.

Daily Circulation, 7,700
Weekly Circulation, 3,000

The EXAMINER tries to be a true public servant; and is largely sharing in the endorsement that is accorded to that portion of the press working for clean journalism.

Advertising Rates and full information on request.

Member of the Audit Bureau of Circulations

Toronto Residential Mailing Lists

by telephone, exchanges, classified or streets

Sellers Agency. 100 King St. West TORONTO

40,000 Facts and Figures About the Canadian Market

including advertising rates, circulations and other essential data regarding Canada's principle advertising mediums in the 1921 edition of

LYDIATT'S BOOK

Everywhere recognized as the most complete and accurate information obtainable. Independent of any agency or publisher.

$5.00, postpaid to any address

W. A. LYDIATT
53 Yonge Street, - TORONTO

DIRECT-MAIL DOINGS

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Counsel Direct Mail Advertising Association

Nearly One-Half Billion

IN 1920, advertisers big and little, throughout the United States, spent approximately $350,000,000.00 for direct mail advertising. Indications for the first six weeks of 1921, show that the amount will be doubled in 1921.

Farmer Not Mail Order Mainstay

I. S. Rosenfels, Advertising Manager of Sears, Roebuck & Company, explodes the age-worn theory that farmers form the backbone of mail order trade. "There is slight difference," he says, "between agricultural and industrial communities so far as mail order buying volume is concerned. Our experience is that the two classes of trade run about 50-50."

He points out that Pennsylvania, for example, with a huge industrial population, offers as fruitful a field to direct mail advertisers as the almost exclusively agricultural states, such as Kansas or Indiana afford.

One of the most interesting developments in direct mail activities in the last year and a half is the awakening on the part of advertisers to the fact that industrial communities afford amazing direct mail potentialities, which hitherto have been largely overlooked by everyone save the large mail order houses.

A word to the wise, etc.

Value of Fiction Appeal

America is being flooded with a large volume of form letters, purporting to be confidential advices of people who have made a large success by reading certain books, taking specific memory courses, etc., etc. An investigation of concerns sending out this literature, shows that it has been producing amazing results. In some instances the returns have been as high as 65%.

G. Lynn Sumner, Vice-President of the Women's Institute, at Scranton, Pa., has built up an enormous business very largely on the use of fiction (story) appeal—based on actual facts.

People seem to crave the human interest touch that fiction appeal easily gratifies.

Better Letters Association of America

At the last quarterly meeting of the Board of Governors of the Direct Mail Association, in Detroit, it was decided to accept a petition of the Better Letters Association to affiliate the two bodies. This is now an accomplished fact.

Henceforth, the Better Letters Association will function as an associated body of the International Organization. There has been appointed a governing board of five men, who control the affairs of the newly affiliated body. From these five, one will be elected at the next annual election, to represent it on the executive staff of the parent organization.

Induce Minor Activity

Successful salesmen have found it decidedly resultful to have the prospective customer handle the merchandise they are endeavoring to sell him—if this is possible. A prospect for an adding machine typewriter, or a patent brake, for example, is much more easily persuaded to buy, once he takes the article into his hands and begins testing it out.

Direct mail advertisiers are using the same principle very effectively in letters, by asking the reader to perform some *subordinate action.* "Look out of your window now, Mr. Jones. Notice the harsh effect that unpainted buildings have upon you," says one paint manufacturer in his letter. It is something the reader finds easy to do, and having complied with this minor suggestion, is much more amenable to the larger one that brings in the business.

Direct Mail Bulletin Issued

March 1st the Direct Mail Advertising Association inaugurates a Bulletin service, free of charge to its members.

It will be issued weekly. On the first and third weeks of every month, the bulletin will deal exclusively with direct mail subjects. On the second week of each month, there will be a House Organ Bulletin, edited by Robert Ramsay. On the last week of each month, there will be a Better Letters Bulletin, edited by the Correspondence Counsel of the Organization.

This bulletin will, in no way, compete with any of the trade papers, but will endeavor to convey information of a chatty, brass tack, confidential nature of interest to members.

Personalizing Mailing Literature

One of the largest automobile firms in the United States, has adopted a unique plan of advertising that has brought nearly 100% response. Their specialty is motor trucks. On each letter, which they send out, is the picture of a large truck, the center panel of which, bears the *prospect's name* printed.

While most advertising men, who receive the letter, answer it in order to find out how it is done, it is, nevertheless, true that the interest aroused, has enabled the company to close nearly 25% of those who reply.

The method is mighty interesting and unusually inexpensive. The names are run off on a machine that has been patented by one of the prominent letter shops of Chicago. There are certain concerns in that city that have as much as a half million pieces individualized in this way.

Springfield Wins Direct Mailing Convention

The 1921 convention of the DMAA was awarded to Springfield at the last meeting of the Board of Governors. It was decided unanimously to hold the

coming gathering in the east, not alone because of the splendid activity shown on the part of the Springfield Convention Bureau, but because it was deemed decidedly worth while to link up the Direct Mail Institutions in the east with those already very well established in the Middle West and the West.

Increased Use of Price Mark

Advertisers generally, are beginning to find it decidedly advisable in these days of keen competition, to feature price in their copy. Nowhere is this more important, is the feeling of many large direct mail users, than in direct mail copy. I refer now to sales literature, intended to sell rather than to create good will, or to pave the way for salesmen.

The very personal nature of direct advertising tends to give the reader a feeling that he is being "Let in on everything." Naturally, with price forming as large a background as it does, in altogether too many cases to-day, many campaigns that mention price are reaping large returns.

Creating Business for Retailers

This is the day where the man who gets our after business, is usually the only one who gets it. Among the various clever means of swelling the number of accounts, is a decidedly old fashioned plan that is being worked by a Chicago wholesale hardware company. It has the salesmen, throughout the state, size up conditions. Each salesman takes notes as he goes along, and sends them back to headquarters the next day.

If the company finds, for example, that one hardware store is overstocked on agate ware, it sends the proprietor a letter, offering to help him to unload his surplus stock by writing, for him at cost, a form letter or series of forms to go to the local trade.

The plan, when confined to one state, or even one large city, is not only proving decidedly practical, but what is more important, is bringing in the type of business that is insuring this wholesaler of a very healthy growth.

Illustrated Letterheads

The illustrated letterhead, as a distinct force in direct mail advertising, is coming into its own. It is now being used largely by two distinct types of businesses: (1) Those that devote their efforts to the manufacture or the sale of special articles, usually luxuries or semi-luxuries. Under this heading, you will find exclusive milliners, landscape artists, decorators, women's-wear shops, musical instrument stores, men's furnishing, stores exclusive show dealers, jewelry houses, automobile companies, publishers, etc. These people write practically all their letters on illustrated letterheads, because the things they handle lend themselves peculiarly to this kind of direct advertising.

(2) The more general wholesale houses and jobbers, such as wholesale grocers, iron and steel companies, etc., whose thousands of letters are sent almost exclusively to people "in the trade," use them.

Both go along the idea that color is the universal language. They find that they can put more into one color illustration than into pages of argument and persuasion.

QUEBEC FARMERS WANT YOUR GOODS

Quebec Province is one of the richest farming communities in Canada. Money is always plentiful, because the Farmers practice mixed farming and dairying and are not dependent upon the success or failure of any crop. All kinds of luxuries and necessities are in constant demand and those who advertise their goods to the Quebec farmers are the ones who are getting the big share of the business.

The "Bulletin des Agriculteurs"
(*The Farmers' Bulletin*)

is the only weekly farm paper published in French in Canada, It is the official organ of CO-OPERATIVE CENTRALE DES AGRICULTEURS DE QUEBEC, (Quebec Farmers Central Co-operative Society) an organization which marketed for the benefit of its members in 1920, ten million dollars worth of agricultural products.

THE "BULLETIN DES AGRICULTEUR" has a guaranteed weekly circulation of 18,000 among the wealthiest and most progressive of the farmers of Quebec Province and the exceptional advantages they derive from their dealings with the Society, enable them to buy, not only indispensable goods, but also any luxuries that appeal to them.

THE "BULLETIN DES AGRICULTEURS" offers you concentrated circulation among the very people you want to reach, with absolutely no waste or duplication. It will bring you *results* for every dollar spent on advertising in it and you should insist that the "BULLETIN DES AGRICULTEURS" be included in your list of advertising mediums.

Further information from the Publisher, or Any Advertising Agency:

The "Bulletin des Agriculteurs"
63 William St. MONTREAL, QUE.

18,000 Guaranteed Circulation

"A.B.C." Membership Applied for

Montreal	Ontario Representati	United States Repres.ntative
JOHN C. MORRIS Advertising Manager	A. G. PRITTIE 24 Hazelton Ave. Toronto, Ont	A. R. KEATOR 1411 Hartford Building Chicago, Ill.

Covering a Province With Two Papers

No other province in Canada offers so attractive and simple an advertising problem as Prince Edward Island—the wealthiest per capita in the Dominion. Population 100% English-speaking, 95% owning own homes, living well, buying liberally. This is why most national advertisers include P.E.I. in their schedules, and their choice of medium is always

The Charlottetown Guardian (Morning) and *The Charlottetown Examiner* (Evening)

J. R. BURNETT, *Editor and Publisher*

Member A.B.C. Write for rate Card

Creating the Buying Attitude

The women who read The Canadian Butterick Quarterlies, do so in a buying frame of mind.

They are looking for the latest information regarding the problems that confront them. They want practical help on all matters connected with the home, what to wear, how to make it, what's in style, etc.

The editorial contents of The Quarterlies are so closely associated in the minds of their readers with purchasing necessities and luxuries for their homes that this naturally focuses their attention on the advertising in these publications.

The Canadian Butterick Quarterlies

75,000 Average Circulation
Each Shopping Season

Manager Advertising
53 Yonge St., TORONTO

Making the Stamp Pay Its Way

When every possible means of doing business is investigated, advertisers are fast coming back to the use of "envelope stuffers." The same stamp that will carry a letter will, also, carry in addition a two-page folder, upon which you can print a great deal of forceful, resultful advertising matter.

In most cases the only additional cost is that of the printing. Likely, as not, one good order secured because of the folder will, often, more than repay the cost of mailing these additions, several times over.

❦ ❦ ❦

It is possible to convince a man that your goods are what he should have, and yet not sell him. You may have convinced his head, or his reason. But with many men you must go deeper. You must make them *feel* that yours are just the goods he must have—then you'll get his order. Arouse his feelings and you induce action. Good "closers" almost invariably appeal to the emotions.

❦ ❦ ❦

Farm Papers and Market Reports

Editor, Marketing.

My attention has been called to a letter in the February 1st issue of Marketing signed by Mr. T. J. Tobin, Manager of the *Canadian Countryman*, in which he refers to a statement in an advertisement of *The Canadian Farmer* in a previous issue of your paper.

The Canadian Farmer did not claim to be the only farm paper giving its readers a market service, but, as editor of the market pages of *The Canadian Farmer* since October 1917, I do claim and can easily prove that *The Canadian Farmer*, at the time the advertisement appeared was the only farm magazine in Ontario which employed a reporter, whose first duties were to visit the live stock, hay, grain and provision markets of Toronto, and give a detailed report of same for the benefit of the Canadian farmers and live stock breeders.

Since Mr. Tobin has brought up the matter, let me compare the market reports of the two magazines for the week ending February 12th.

Canadian Countryman's live stock report consists of a short review of the previous week's trade, while *The Canadian Farmer* gives a comprehensive and detailed report of over three columns of the Monday's market of the week of issue.

Canadian Countryman reports of the Montreal, Winnipeg, Buffalo and Chicago markets are for Thursday of the previous week while *The Canadian Farmer* reports are for the following Monday. In other words *Canadian Countryman* gives a short review of the previous week's live stock markets while *The Canadian Farmer* gives an up-to-date and detailed report of Monday's market of the week of issue.

Hoping you will give this letter the same prominence as you gave Mr. Tobin's, and thanking you, I am,

Yours respectfully,

The Canadian Farmer,
J. B. Williamson,
Market Editor.

Toronto, February 15th, 1921.

Still Falling for Frauds

Despite high costs of advertising in legitimate publications, many firms seem still able to afford the luxury of patronizing various programs and publications supposedly issued for the benefit of established or fictitious organizations.

The express companies have felt obliged to publish a warning that they have no connection with a publication represented as being published by an organization of their employees, and for which advertising is being solicited.

Advertising is also being solicited for various "Baby's Books" emanating from Montreal, and the Child Welfare Committee of the Social Service Council of Canada wishes it to be known that neither they nor any of the thirty federated bodies of the council are in any way connected with these publications.

The Victorian Order of Nurses found so much misrepresentation being indulged in in connection with the solicitation of advertising for its magazine that its publication has been discontinued.

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The Elgin Watch is the latest to respond to the inspiration of the "milestones" idea for an advertisement.

❦ ❦ ❦

World to be Evening Paper ?

Since the Toronto *World* has been on the market there have been many rumours as to the identity of possible purchasers. The latest comes from Hamilton, and is to the effect that the Southam interests are negotiating for its purchase—with the intention of making it an evening paper.

The Southams are also credited with having designs on the *Montreal Herald*, which is also up for sale.

❦ ❦ ❦

Necessary conferences are best held the first thing after arrival at the office in the morning, when everybody feels fresh.

❦ ❦ ❦

Canadian newspaper circles have lost three prominent members through death during recent weeks. Edward Mundy, president of the Reformer Printing and Publishing Co., Oshawa passed away on January 26th, in his 84th year after a three weeks illness.

M. R. Jennings, editor and general manager of the Edmonton *Journal* died suddenly of acute heart disease on February 16th, aged 46. He was an outstanding figure in Western newspaperdom, and last year was President of the Canadian Daily Newspapers Association.

W. M. O'Beirne, proprietor of the Stratford *Beacon*, and also a former president of the Canadian Press Association, is dead after an illness of some years.

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Habit ceases to be a business virtue when it limits an individual's output and prevents him from achieving his maximum accomplishment.

Braverman with Grip

Barnet Braverman, formerly art editor and director of promotion advertising for two years with *Home Life Magazine* (Chicago) has been appointed to develop creative art and advertising for the clients of Grip Limited, Toronto. Mr. Braverman has been with this organization three months, having come originally as illustrator. Mr. Braverman's functions with Grip Limited will be to plan and develop complete campaigns for Canadian manufacturers and advertisers. Mr. Braverman has written copy and participated in campaigns for such accounts as Holeproof Hosiery, Humphrey Water Heater, Thompson's Malt, Cat's Paw Rubber Heel; has illustrated stories for leading magazines; and in 1914-15 edited *The Rotarian* (Chicago) official organ of the International Association of Rotary Clubs.

Manufacturers

Keep your eyes on new markets !

Are you doing business in Newfoundland ?

If you want your products established in this territory write

Gerald S. Doyle

St. John's, Newfoundland

Manufacturer's Agent

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING. STEREOTYPING. NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING. ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"

MONTREAL TORONTO WINNIPEG

OTTAWA

The City of Advertising Opportunity

NO CANADIAN CITY, from the advertiser's view-point enjoys quite the same advantages as the capital.

Here are a few features that have made Ottawa the favorite "try out" ground for the Canadian Manufacturer.

1. It boasts a population in the city and suburbs of upwards of 200,000, served by excellent Street Car Services.
2. It is the logical shopping centre for the prosperous rural communities of the Ottawa Valley.
3. Its three main classes of wage earners—The Civil Service, the workers in the giant lumber industries, and the highly-skilled railway employes are mostly home-owners. Industrial disputes are practically unknown, and there is remarkable stability in incomes.
4. Dailies from outside points are not competitors with Ottawa's two great newspapers—which cover the entire field in a most effective manner.
5. Its Parliamentary visitors, tourist traffic, convention assemblies, and sport followers bring an amount of spending money to the Capital not available in other cities.

Here is a well-to-do, progressive clientele responsive in a very marked degree, to newspaper advertising.

Manufacturers of National and International repute have found the Ottawa Field exceptionally prolific.

Its daily newspapers bespeak a generous share of 1920 appropriations.

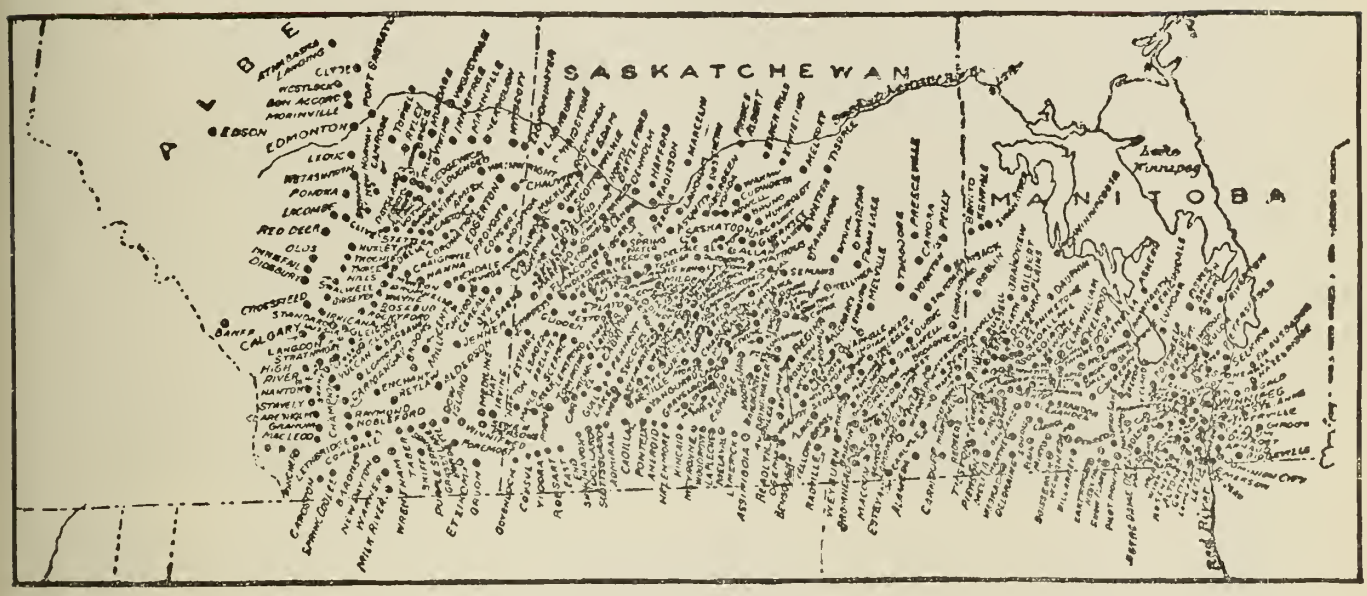
The Morning Journal ***The Evening Journal***

OTTAWA CANADA

The Morning Citizen ***The Evening Citizen***

Member A.B.C.

Western Canada *can't get enough* Motor Equipment



The map is reproduced from an advertisement placed in the Free Press by the Imperial Oil Company, showing their refineries and bulk distributing stations in Western Canada. It indicates that from Emerson, on the U.S. border of Manitoba, clear up to Athabasca Landing in Northern Alberta, there is an extensive, unified, contiguous market for automotive products. The distance between these two points—as the crow flies—is 825 miles.

A COUNTRY of big distances needs most motors. When all other sections of the continent reach the so-called *Saturation Point* the prairie provinces of Canada will still be demanding automobile equipment.

Here are a million and a half people scattered over half a billion acres—one-sixth of Canada's population inhabiting half its total area. There are only five cities of more than 20,000 population or more in the whole territory, and naturally there is a continual flux of the rural population to and from these centres. Railroad mileage—large in proportion to population—is small in proportion to acreage. Canada has one mile of railway for every 93.3 square miles, as compared with one mile for every 12.5 square miles in United States.

Western Canadians must have motors.

Now is the time to sell them.

Use the newspaper which for the last sixteen years has been doing more to foster the automotive industry than any other influence in the West.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:

Edgar J. Guy, 302 Royal Bank Building ◆ ◆ ◆ Toronto

E.L.McArthur, 224 St. James Street ◆ ◆ ◆ Montreal

DOMINANT

THE HALIFAX HERALD
THE EVENING MAIL *and*
THE SUNDAY LEADER

now completely dominate the Nova Scotia territory in their respective fields.

The circulation of The Halifax Herald for January averaged 11,147 NET PAID copies daily, and *leads* its only competitor by approximately 1,000 copies a day.

The circulation of The Evening Mail for January, averaged over 15,500 NET PAID copies daily, which is *more than twice* the circulation of its nearest competitor.

The Sunday Leader has no competitor in its field.

The combination Herald and Mail circulation averages OVER **26,000** NET PAID copies daily and leads the competing combination by approximately 10,000 copies every day.

Members of the Audit Bureau of Circulations

The Halifax Herald
The Evening Mail
and
The Sunday Leader

The Nova Scotian Newspapers that are Doing Things

Marketing

Edited by
W.A.Lydiatt

Making *Technical Advertising* Interesting

A REPUTATION for reliability and an experience of three generations of successful manufacturing, form an ideal basis upon which to build an advertising campaign.

But huge steel and galvanized castings and anchors — to say nothing of stoves, enamelled ware and similar products, require careful preparation of copy to ensure interest.

The Thos. Davidson Manufacturing Company, Limited, in close co-operation with our own organization, is running attractive advertisements in Eastern and Western Newspapers, Farm and Technical Papers, as well as in the leading Engineering and Hardware Journals.

Perhaps your product could be popularized to better advantage—we shall be glad to discuss it with you.

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO

Drummond Building, MONTREAL

The Blind Sower

Your advertising appropriation should bear fruit a hundredfold.

It stands to reason that the less you sow on the rocks and along the wayside the more returns you are sure to get.

Scientific space buying is the seed that falls on good ground of reputable publications.

Audit Bureau Circulation Reports, carefully studied, enable you to forecast where the good ground lies. Read pages two, three and four as well as page one, and you'll be surprised how far you can go in forming a correct estimate of merchandising possibilities throughout the United States and Canada.

Net paid Circulation is what you go after first; but wouldn't you like to know how that circulation was obtained? The kind and character of people who read the publication and what it is worth to them?

You can dig out all that information in a very few minutes from A. B. C. reports and every time you get additional, authentic information about a newspaper or a periodical you prevent advertising dollars from being thrown on the rocks, or along the wayside.

More scientific selection of space is a solution of many of the problems confronting advertisers right now.

Audit Bureau of Circulations

202 South State Street Chicago • 347 Fifth Avenue New York

A Page With MACLEAN'S

ONLY families with good incomes are likely to buy magazines. Agency representatives assume that families with incomes of less than $1,500 are not likely to be magazine readers. Some place the minimum at $1,800.

If you could put into one city all the homes that receive Maclean's Magazine you would have a wonder-city. It would be a city nearly as big as Toronto, but with *every* home the home of substantial, well-to-do people with incomes and buying power far above the average. That is the audience you get when you invest your appropriation in Maclean's.

Who's Who in Wolfville, Nova Scotia

There is one National periodical which is eagerly looked forward to and read in a goodly proportion by the best homes in Canada, in every province, from coast to coast, and that is Maclean's. Here is interesting proof. A week's subscriptions, 20 in number, have just come in from Wolfville, Nova Scotia, a well-known centre of learning. Here they are:

1. College Principal	2. Colleges
1. Insurance Manager	3. Physicians
2. Bank Managers	3. Professors
1. Furniture Dealer	2. Dentists
3. Retired Gentlemen	2. Barristers

Isn't advertising to such people a sterling investment? It is!

A Wonderful Sales Proposition

Recently a saleman who covers the Maritimes said to us: "If Maclean's is as strong elsewhere as it is in the Maritimes you've got a wonderful proposition." We admit it! A vocational analysis of Maclean's for other sections offers equally striking evidence of the buying power back of the magazine. Please remember that Maclean's goes into 2,945 communities throughout the Dominion.

Heming's Pictures Sold To the Royal Ontario Museum

Arthur Heming's historical paintings, which have been illustrating his "Drama of Our Great Forests," and also appearing on several recent covers of Maclean's, have been sold to the Royal Ontario Museum, through the instrumentality of Sir Edmund Walker.

Mr. Heming has depicted the life of the voyageur and trapper; of six-fathom canoes and the York boats; of the "Good Brigade" and the "Fur Brigade"—a life of adventure, discovery, romance—of hardships, perils, and disappointments — but of wonderful color, fascinating and definite national interest.

It is a life that is vanishing—much of it has already passed away. But Mr. Heming's work will remain a permanent pictorial record of a life which is intimately linked up with Canada's early history.

A Surprise in Store for You

There's a bully story in March 15th Maclean's that you advertising men and salesmen will want to read. You will discuss it, too. It is an advertising-merchandising story, written by a Canadian, illustrated by one of America's foremost artists, and brimful of interesting episodes. Just you read "personality Plus," and then let us have your comments.

"Business is Good Because you make it Good"

"Optimism is essential because if a man does not believe that business can be done, then under those circumstances it will be impossible for him to do business. We must talk good business and get out of the rut of asking, 'How's Business?' because that invariably calls for a negative answer and starts conversation in a pessimistic strain. Business is good for us because we make it good. Enthusiasm, pep and hard work—these are the requisities for 1921." So says Alfred H. Fisher, Director of Sales, the Hoover Suction Sweeper Company.

Maclean's is an active selling element in the Hoover campaign in Canada.

Business is here for those who go after it—and advertising in Maclean's helps to make good business. It is sound business logic to use Maclean's as the *foundation* for advertising campaigns in Canada.

A request for information implies no obligation

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

143-153 University Avenue.
Toronto - Canada

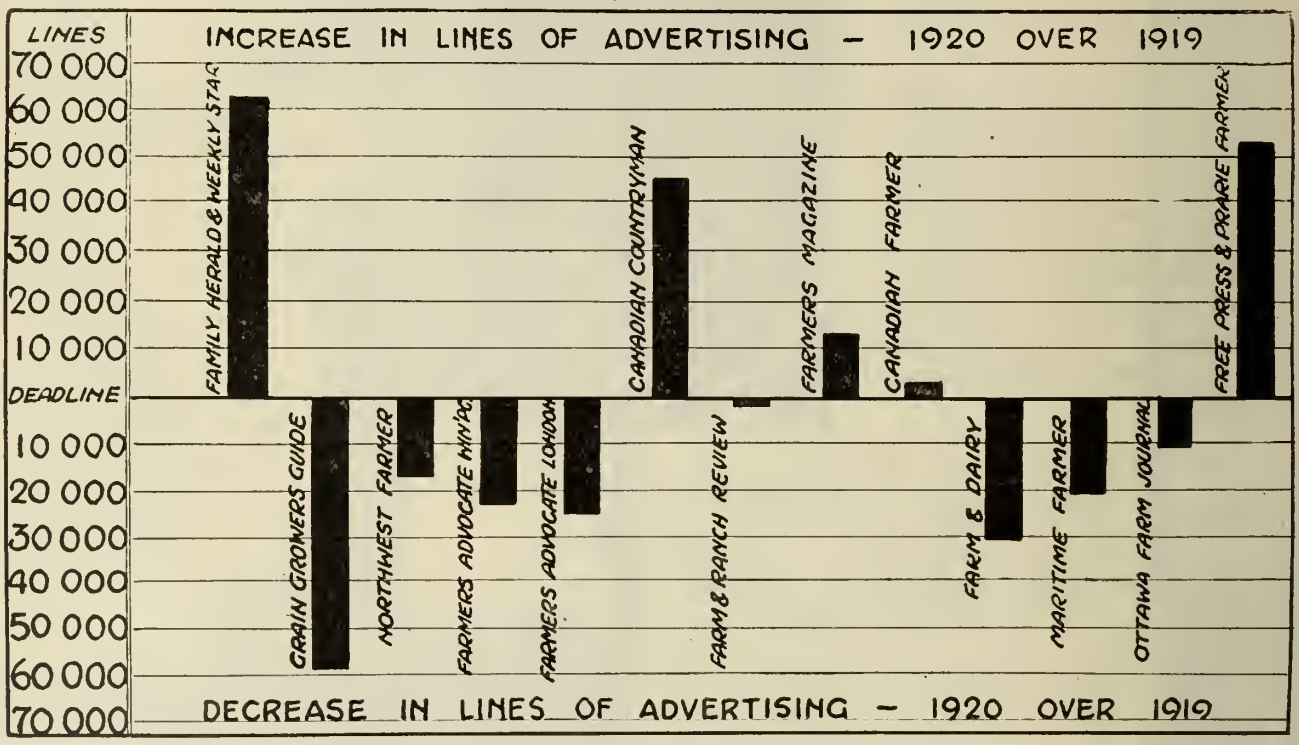
Forging Ahead!

Which Canadian Farm Paper Made the Greatest Progress in 1920?

An increase of approximately 20 per cent. in advertising of FARM MACHINERY, EQUIPMENT and SUPPLIES, while many other journals showed corresponding decreases, is the record of The Family Herald and Weekly Star in 1920.

The following diagram, based upon figures published is *"Marketing,"* February 1st, 1921, shows the standing of the principal farm papers in Canada.

Advertising of Farm Machinery, Equipment and Supplies



Shrewd manufacturers who are using The Family Herald and Weekly Star to an increasing extent year after year to reach and sell the rich farming communities of Canada are the best judges of a journal's value. Their consistent endorsement and increased appropriations, as indicated in the above diagram, are more convincing than mere wordy arguments.

The Family Herald and Weekly Star has come to be recognized as the standard by which other Canadian farm journals are judged.

Circulation each issue exceeding 150,000 (A.B.C. Audit), sold nationally or sectionally. Entire Dominion edition, 50 cents per line, flat. Either Eastern or Western Divisions, 30 cents per line, flat.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

Established 1870

MONTREAL, CANADA

Branch Offices and Representatives:

Toronto Winnipeg New York Chicago London, Eng.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 6 TORONTO, CANADA MARCH 15th, 1921

BETTER BUSINESS LETTERS

2. Four Cardinal Rules for Successful Letter-Writing

Enthusiasm and visualization big factors in producing successful letters. Good pointers for correspondents, with examples that illustrate them. Second article in the series.

Written for Marketing by Louis Balsam

THOSE, who have made a life study of correspondence, have during their experience, evolved certain laws that have enabled them to get unusual results right along. These laws differ, of course, with the individual. Substantially, though, they confine themselves in the main to the same subjects. In my experience I have found four great laws of letter writing. These laws are original with me only in that I have discovered them through my own experience. Actually, though, they are as old as the spirit of service. The application of these laws has helped me, and those with whom I have associated, to write increasingly better letters right along. Perhaps they can be of some use to you.

Before we take them up, however, there is one thing well worth bearing in mind. I stressed it somewhat in my last article but it cannot be said too often. Nothing in life really worth while comes without effort.

Perfection in any field of human endeavor is the direct result of overcoming resistance. In correspondence, this resistance is the one of indifference, backed by years of old letter writing habits. It is so easy for us to get into a rut. It is so easy to learn one line of procedure and follow it unchangingly month after month after month—just like a machine. That is why the average executive worries along with an inferior force under him and remains a mediocrity, spending the latter lonesome years of his life in pitiful abuse of "luck."

Good letters are the results of effort. But here is where the delight of that work comes in: It brings an everlasting reward, rich in those things we hold most worth while!

Now, let us discuss the four rules that I have found worth while. If there is any one thing, more than any other, that will insure good letter writing, it is this—let us call it rule No. 1:—The Successful Letter Writer Is One in Love With His Work!

You might just as well throw into the wastebasket all letters written by a man or woman who doesn't believe that the thing his letter deals with is something that will be of genuine benefit to the reader; who doesn't believe that it is the best possible value for the money; who doesn't believe that he is rendering a genuine service by urging its adoption.

Good letters, like good anything else, are based on enthusiasm and faith in what one is doing. How many executives, responsible for the letters of their firms, ever dream of the tremendous responsibility that rests on their shoulders, because it is largely up to them to generate or make possible the enthusiasm that turns out good letters?

Enthusiasm is the magic touchstone. It would be easy and rather delightful to expatiate on that point. Let it suffice for us, though, that without enthusiasm we could never hope to promote the Service Ideal, upon which worth while letters and worth while results depend so largely.

About a year and a half ago, the manager of the sales promotion department of a very large middle west department store, decided to send out a form letter to those parents that had recently been visited by the stork. He submitted the problem to one of the correspondents in the institution. Here is a copy, word for word, of what the young man wrote:

"Mrs L.H. Johnson,
Cedar Rapids, Iowa.
Dear Madam:—

We were very pleased to know that a little stranger has come to live with us in this city, and has decided to make his home with you. We intend to do everything we can to make things easy for you and for the little visitor.

This is a very opportune time for you to order the complete outfit necessary at such a time. It is opportune because we are conducting our annual sale of infant's wear this month.

If you can possibly come in to see us during the week, we believe that you will be very much pleased with our complete supply, especially when you realize how much money you will save by the transaction.

We can honestly say that never before in the history of our business have we been in better position to give mothers a better opportunity to buy such a high quality of infant's clothes at such low prices.

Hoping to have the pleasure of your visit soon, we remain

Yours truly,
.....Dry Goods Co.

The letter was considered a very fair piece of correspondence and sent out to a list of 300 people, during a period of over two and a half months. Before I tell you the results, go back and look the letter over carefully and decide for yourself whether it is good, bad or indifferent, and why.

The letter produced one-half of one per cent. results! The reason is not difficult to find. We needn't look very far for the reason. A close

reading of that letter will show instantly that the man who wrote it was not in love with his task. He had no enthusiasm for what he was writing and, consequently, his indifference crept into everything he dictated. Take the sentence, for example, wherein the writer urges the woman, presumably just over child birth, to come in and see his stock of goods at once! Contrast that letter with this one that produced nearly 48% replies, most of which became customers:

"Master Geo. Johnson,
Cedar Rapids, Iowa.
Dear Little Newcomer:—

It made us very happy to know that you had decided to come and live with us in..... We have every hope that you will grow to love this town as your mother and daddy have, you delightful little dear.

We are going to do everything in our power to make life a beautiful, sweet thing for you all the way through. In this great big store of ours there has been set aside for your very own use, a special department, filled with just the things you need most right now. There are warm, comfortable, snuggly blankets that you just love to lie upon. There are pretty little booties, wrappers, jackets, bands, vestees, and all those things you want, now more than at any other time. If you want anything in a hurry just whisper to your mamma that we have one of the cutest little colored boys in this department, that you ever laid eyes upon. If she calls up for anything in a hurry we can send you just the things you want within an hour after we get the message.

One more thing, as soon as mother and daddy feel that you ought to be out, we hope you will tell them to bring you to this store, because we have ready for you a nice little book, wherein mother can write all the dear little things you intend to do during the next year.

Yours in the most cordial welcome,
.....Company

It is interesting to note, in passing, that there are mothers in Iowa today that have preserved this letter as one of the precious things that they are going to give their babies when the youngsters are old enough to understand. This letter was written by a married man, who had just reached the glory of Fatherhood. In addition to this, he believed in the company, and believed that he would be doing a fine thing by urging the mothers to purchase their baby goods there.

There is such an enormous power in the outspoken words of our letters that we can no more help convey the real message we had in mind, *that we didn't want the customer to know*, than we can help breathe.

It is a well accepted fact, that the moment we allow the customer to feel, in between the lines, that our general aim is to get through with our work as quickly as possible, in order to pass on to the next letter, that moment the customer loses interest. There are statistics by the thousands to bear out this fact.

Instances of this kind, make me feel more than ever the necessity of reiterating—"that no man or woman can ever hope to write better letters until he is doing work that he loves and believes in." We may go one step farther and say that no executive can ever hope to produce for his company letters that will bring the right kind of results, until he employs correspondents that are enthusiastic over their task.

Visualization is the second law of resultful correspondence. It is no less important than rule No. 1, and in fact is based upon it. Yet, here is an interesting fact. While it is essential to the success of letter writing that the executives employ only correspondents who are in love with their work, it is also possible that those who believe in what they are doing, can turn out letters that do a great deal of damage.

So you see, it isn't enough that we simply believe in what we are doing, *we must do it intelligently.*

To many of us this, doubtless, has a familiar ring. I have no hesitation, either, in saying that I would never for a moment consider introducing the subject into articles of this kind, did I not realize through years of observation and experience, that only a pitiful minority of concerns send out letters that show even the slightest sign of an attempt of visualizing the one who receives the letter. Just what do we mean by visualization? It is nothing more or less than the ability to write in terms that the other fellow understands and appreciates.

It would be a very splendid thing for the business world as a whole, if the average man's letters were addressed to himself, instead of the person intended. For some strange reason, only very few people seem to understand that their dreams, their ideals, and ambitions, their tastes and their judgments, may be different and often diametrically opposite to those who receive their letters. Yet, year after year, men dictate letters, whose appeals are based altogether on their own reaction. Many of us write letters of this kind, blinding ourselves to the fact that the reader often sees things in a vastly different light.

Each person translates what he sees into terms of his own; that is why it is necessary very, very often to express the same idea in various ways, to various individuals.

There are a few concerns in America, that are fast learning the value of teaching their correspondents the necessity of putting themselves in the other man's shoes. One gigantic mail order house doesn't permit embryo correspondents to dictate even a single letter until they have pretty thoroughly grounded him in the necessity of picturing his reader.

There are many ways of helping our correspondents to get a pretty good idea of the person to whom they write. One of these, of course, is by means of customer record cards sent in by salesmen in the cases of wholesale houses or manufacturers, or sent in by the customer himself in case of retail establishment.

The particular house, to which I have reference, has each customer fill out a pretty comprehensive information blank, which does wonders toward helping correspondents to form a mental image of the writer. Here are two letters. One was written before the rule of teaching visualization went into effect. It was sent out by a "green" man, in answer to a phonograph complaint:

"Mr. E. Smith,
Cross Roads Junction, Man.
Dear Sir:—

We are very sorry, indeed, that the winding arm and record platform of your phonograph did not arrive with the machine. Doubtless, these were packed separately in the box that contained the other goods you ordered. They should arrive within the next week or so. Perhaps they are already in your possession by now.

This is the second article in the series by Mr. Balsam, which will be continued in the April 15th issue. Other articles in the series to appear in latter issues are:

"Indifference—Its Effect on Your Daily Mail."

"The Spirit of Service—and your Daily Mail."

"Good Will—Do Your Letters Produce It or Destroy It."

"Five Successful Sales-Letter Tactics."

"Eliminating Sales Resistance in Letters."

"Collection Letters—Their Effect on Sales."

"Co-Relation of Correspondence—Tying up the Letters of Various Departments to Form a Logical Unit."

"Effect of General Reading on Your Business Letters."

"Spreading the Gospel of Better Letters in Your Office."

Bring these articles to the attention of everyone in your office who writes letters.

If they should fail to arrive within the next ten days, please write us again and we shall give your letter very prompt attention.

Sears, Montgomery & Buck Co.

When the letter reached the farmer, there was an explosion. You see, the whole trouble lay in the fact that the correspondent, in his eagerness to get out a large batch of letters, had completely failed to put himself in the farmer's place. He lacked that sympathetic, understanding imagination so essential to resultful correspondence.

It never occurred to this young man that the farmer had probably debated the question of purchasing a phonograph for a year or two or maybe more. It never occurred to the correspondent that the whole family at the farmer's home, and perhaps several of his neighbors had been, literally, counting the hours, pending the arrival of the talking machine. He hadn't foresight enough to realize the keen and bitter disappointment that the prospective customer suffered. When the machine finally did arrive, minus the two parts, it was, of course, utterly useless.

Those of us, who have experienced similar things, naturally won't be very much surprised when we realize that the farmer wrote back a sharp, stinging letter, not only cancelling the phonograph order, but his order for the entire bill of goods, as well. Had the correspondent taken the pains to put himself in the other man's place, to visualize the reader of his letter, he might easily have written one something like this, sent out by a trained worker in a similar case:—

Mr. E. Smith,
Cross Road Junction, Neb.
Dear Sir:—

By Parcel Post, prepaid, we have mailed you today, one winding arm and record platform, to replace those that failed to arrive in your recent shipment. The originals were,douhtless, packed with the box that contained the balance of your shipment. When they arrive, kindly return them to us by parcel post, notifying us what it cost you to do so, and we will reimburse you. The opportunity you have given us to make things right with you, is very much appreciated.

Yours very truly,
.....Company.

To talk about such a letter would be a good deal like painting the lily, but I cannot help adding that it is due to letters of this kind, very largely, that this gigantic company is endeared to the thousands of customers who wouldn't change for any consideration, short of force.

And the only difference between the letter that lost the customer forever and the one that tied him to the house, was visualization on the part of the correspondents responsible.

One thing that tends to weaken a great many letters is a disease we call "we-itis." It is largely the result of failure to get out on the other side of the fence, so to speak. People aren't interested nearly so much in what "we think," "we hope," what we like, what we believe, etc., as they are in what *they* hope, desire, like, believe, etc. In the last few years, I have examined perhaps several hundred thousand letters. On these I made exhaustive tests. Almost invariably, I found that those letters that were pronouncedly "we" in attitude were pronouncedly inferior in results.

One of the most natural desires of people is to have themselves talked about. Many folks love to be the center of a discussion. They can talk to you by the hour about their children, their garden, their automobiles, their work, etc. They like to have others show a genuine interest in the things that please them. It is so easy to do; yet 80% or more of our letters show a complete ignorance of this fundamental fact.

That is why the other 20%—those that stress the *you* attitude, are bringing in results that would seem almost impossible to those whose letters have been replete with the "we" attitude. Here are two letters sent out by rival concerns. Try them on yourself. Which appeals more strongly to you, as an individual?

This one?

Mrs. H. W. Horton,
42 State St.,
Buffalo, N.Y.

Dear Madam:—

We desire to call your attention to the white goods sale we are throwing open to the public February 1st. We have brought together, for the purpose of this sale, all the white goods fabrics and general household articles in our entire stock, and reduced the prices on everything at least 20%. We have gone so far, in some cases, as to reduce the price fully 50% of what it was three months ago.

We should like to have you attend this sale for we are confident that we can save you money in several of our departments. In fact, we feel that this is one of the biggest opportunities of its kind ever offered to housekeepers in Buffalo, N.Y.

We appreciate the favors you have extended us in the past, and trust that we may have the honor of serving you at this time.

Hoping that we may see you among the earliest shoppers, we beg to remain,

Yours truly,
.....Department Store.

—Or this?

Dear Madam:—

For the last two months every department manager in this establishment, has been working very hard to make this annual "White Goods Sale" the very finest buying event you ever shared in. When you glance through the pages of the enclosed booklet, you will see countless instances of painstaking, conscientious efforts, to give you the greatest white goods values you have ever known.

There is hardly anything that you may need to replace items in your home, that you will not be able to find mentioned somewhere in the accompanying booklet, at prices that are bound to delight you very much indeed.

What do you think, for example, of the sheeting values you will find on page 27? Do you ever recall, at any period in the last five years, where you could get such unquestioned material of this famous brand, at a price anywhere near the ones quoted?

You will find the same thing to hold true in every item listed. This sale is in every sense of the word, a buying feast spread for your enjoyment.

It will be a pleasure for us to serve you, either in person, or through the mails. What items do you need most right now?

Yours truly,
.....B & B Co.

It is an old, old story, but worth repeating, that those men, in letters as well as in the various other phases of life, that take pains enough in their work to try to think in terms of the other fellow—to visualize him, are those that make of their lives the finer, bigger and nobler things that are possible to those who *will*.

In my next article I shall bring to a conclusion, the very important subject of visualization. To my mind, it forms the very corner stone of better letters. It has many, many phases and deserves every bit of attention we can give it. This next article will also deal with the two other rules that have helped me, and those associated with me, write letters that have brought worth-while results. In the meantime, if there are any specific questions that you would like to know more about, regarding the points mentioned, in this or previous articles, write me concretely and I shall be glad to go into the matter with you further.

❦ ❦ ❦

Contracts for Wood Gundy & Co. advertising are going out through Thornton Purkis advertising agency.

❦ ❦ ❦

The Hamilton Stove & Heater Co. has recently reorganized its sales department and F. C. Moore, for some years connected with the company, has been appointed general sales manager. For the past two years he has been in Winnipeg as Western manager for the company.

BUSINESS GENERALLY MARKING TIME

No marked change in business situation, though tendencies continue favorable. Noticeable revival in some lines. Rural communities conservative, but well fixed. MARKETING's monthly review of business conditions.

WHILE the past month has not seen any material change in the business situation of the country, it is gratifying to find that tendencies are clearly of a favourable nature. General trading, while it is working through the period of serious depression, is still anything but brisk. Wholesalers in almost all lines are reporting a perceptible improvement in buying, but the evidence is still with us that the retailer is buying on a very conservative basis. In this he is being led by the tendency of public demand, and that is still waiting for further declines, which it believes to be just around the corner. This factor is serious only in so far as the limiting of demand is having a tendency to curtail production, the very factor that would make for these lowered prices. However, while this feeling still exists, it exists to a notably less extent than it did a month or so ago. The slowing up of buying was in itself a slow process, and the reverse swing of the pendulum is correspondingly slow, but every item of evidence points to a change for the better in that direction. Business is, more or less of a hand to mouth order, and there is no use blinking the fact that such conditions are likely to obtain for some time to come, till a restored confidence has had time to re-establish an era of brisker business. While such a situation may appear discouraging from the viewpoint of the business man, it must to those who give a measure of calm and judicial thought to the question, be a ground for encouragement. This general policy of economy in spending is permitting a recovery in money conditions that will be of inestimable value. Fortunately it is not a matter of dire necessity in Canada, for conditions have not become at any time of a very serious nature. Unemployment, while it has certainly been a disturbing factor, has never reached large proportions, and of recent weeks the records of the Government Employment Bureau have shown a gratifying decline in the number of those out of employment. Men are being absorved back into their former employments with the gradual resumption of business or have found employment in other trades.

A rather striking feature of the present situation, is that certain commodities that have shown fairly marked declines in the past few months, are beginning to recover even under the comparatively light buying of the present, and are again beginning an upward trend. This is notably the case with lumber, prices of which are once more on the increase. This is no doubt due to the increase in building. If present indications hold and a general building movement commences with the spring months there is a probability that it may regain its former figures. The same conditions appear with silks and leathers, both of these commodities showing an upward tendency. In the line of hardware, wholesalers report an improvement in business with the dawning of the summer trade. Furniture manufacturers who suffered considerably of late are beginning also to notice an improvement. The grocery trade, while it has not the briskness of a year ago, is nevertheless in a satisfactory position.

In the shoe business there has been no marked increase as yet. There were those who prophesied a striking recovery following the sharp liquidations of stocks in the past few months. There are those who are still confidently expecting such a condition, but the retailer is still inclined to hang back and it is doubtful if there will be any spectacular resumption of business, but rather the steady improvement that is occurring in many other lines.

There is growing up at the present time a more optimistic feeling among the cloth manufacturers. There is even developing a fairly substantial buying movement, particularly noticeable in Canadian made serges and tweeds. In all lines of woolen and knit goods there is a noticeably better feeling, that is shown in the developing confidence of the trade.

On the other hand the steel business and allied industries continue to be very dull. The efforts of the independent companies to obtain business by the usually successful method of cutting prices has failed in any measure of effectiveness. It is an interesting viewpoint that this is the case, for it is obvious that this price cutting has had the effect of slowing up business rather than of encouraging it. The evident implication to the public mind being that if these companies could cut prices the others could likewise and that it was a good time to sit pat and see what happened. This tendency has unquestionably obtained through all types of businesses and is the obvious reason why the recessions in prices have not more markedly stimulated buying. The possible advances in certain lines, however, is likely in a measure at least to have an effect on this attitude, for it may suggest to the buyer, that something like the rock bottom has been reached.

Now as regards the farming community. There was a material liquidation in farm products subsequent to the harvest till such time as prices showed a decidedly downward tendency. From that time there developed an inclination to wait for better conditions. This was made possible by the almost unexpected bonus on the farmers' wheat coupons, which amounted to the distribution of many millions of dollars, as a bonus on their former years wheat sales.

The net result has been that there is still an unusually substantial asset on the Canadian farms represented by these holdings of grain. The Government table of grains in store on record of February 4th show a total of 38,995,205 bushels of wheat and 32,499,274 bushels of other grains a total of 71,494,479 bushels as compared with a holding of the preceding year 22,410,777. This represents by a very substantial amount the largest reserve holding during the past six years, and gives some idea of the substantial financial situation in which the rural community finds itself.

But to return to the consideration of industrial and retail business of the country, it is unquestionably true that one of the factors in preventing a more rapid return to normal conditions, is to be found in the unwillingness of retailers in many lines to accept the situation as it is and take lower prices for their goods. At the recent hardware convention at Hamilton the President of the Association stated plainly that if profits had not been made in past years, it was idle to expect them now, and that the aim of the merchant should be at the present time to give the consumer the benefit of all reductions. This is a sane and reasonable viewpoint, and

Well On Into the Nineties Now

The circulation of The Globe is now well over NINETY THOUSAND per day. It crossed the 90,000 mark in December.

For February the net average was 92,840—a gain of 5,652 since September.

The people of Toronto were responsive immediately to the inauguration of The Globe's City News Edition in October, and *city circulation has climbed regularly week after week.*

* * * *

The Retail Merchants Globe

(The first paper of its kind in Canada—trade mark reg'd)

Free service is given to Globe advertisers in securing dealer co-operation. Write us and we will tell you fully what it will do for you.

Over 2,000 merchants pay in advance a yearly subscription of 50 cents for this snappy, newsy, 8-page Retail Merchants monthly. They pay for it so as not to miss a single issue.

To three thousand additional merchants it is sent by stamped mail each month.

Many advertisers and agencies speak with enthusiasm of this SUPER-SERVICE. They know what it has done for them. There is no other such service in this field.

The City News Edition was established to provide space for a complete local news service. Even The Globe had not been able to devote sufficient room to the news of Toronto and immediate vicinity.

While the local news has been greatly augmented in the city News Edition, none of the regular features of The Globe have been dropped.

It's a new and popular thing for Toronto people to be able to read ALL the news of their city in the morning—*while it IS news.*

The circulation figures tell the story of the acceptability of the City News Edition to Globe readers and in thousands of additional Toronto homes which The Globe is entering now. The figures show that Toronto people no longer are content to "wait till sunset to know what happened yesterday" in their own city.

They are ready, too, to pay the additional subscription rate of the City News Edition over all other morning paper rates in Toronto.

No premiums have ever been used by The Globe to secure subscriptions. Its circulation now is almost three times that of any other Canadian morning paper which has not used premiums to secure its readers. Even with premium-bought circulation, no other morning paper approaches The Globe in circulation. Every general advertiser should read A.B.C. auditors' reports from cover to cover.

* * * *

The additional advertising service now rendered by The Globe in Toronto and vicinity has an important bearing on advertising returns. It further increases the prestige which The Globe has so long maintained in the Toronto and Ontario market.

The Globe
TORONTO

Predominating Medium in Canada's Greatest Market-Place

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.
PORTLAND, ORE., Selling Bldg.

Member Audit Bureau of Circulations

GREAT BRITAIN—T. R. Clougher,
Royal Colonial Chambers,
17 Craven St., London, W. C.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

it is surprising that it is not more generally held. The men's clothing trade has been more or less forced into a position of adopting this policy, by reason of heavy stocks, a situation that has been intensified by the unusual weather conditions of the winter. However, painful as the process may have been, it has put the trade in a fairly satisfactory position. What is needed is a more general adoption of this policy so that present stocks may find their way into consumption, and a general movement in production encouraged.

While every energy at the present should be aimed toward a healthy conservation of resources, there is no purpose in a too rigid economy, especially in domestic trade. Despite the prevailing dullness of all business, taking the situation as a whole, there is every reason to believe that the general public are in as good a financial situation as they ever were. There are certain types of labor, that during war years obtained premium wages, that are certainly not in as happy a position as they were. The farmer certainly of late months has also faced losses. For the rest of the community there has been little change in conditions. Wages have not declined, save in a few isolated cases, and there seems little immediate prospect of any pronounced recession, though some such movement is essential, in the general program of return to more normal conditions.

In conjunction with present wage conditions, there is the fact of the decline in the cost of living. Each week for some time past has seen a decline in the Government's estimate of the weekly budget. There have been material savings all along the line.

The effects of these conditions are noticeable in the banking situation as outlined in the Government's statement of the position of the chartered banks. There was a material contraction in current loans according to this statement, a reduction for the month of $37,313,000, which coupled with other reductions since the peak of credits was passed makes a total of $130,000,000. The total of current loans is now $1,264,500,000. This figure is still $37,000,000 higher than for the same date last year, but this amount represents only the reduction of the one opening month of the year, indicating the rapid trend toward more normal conditions.

Still more clearly is the general thrift of the public reflected in the improved showing in the savings department; figures are $20,000,000 higher for the month, and total $1,313,000,000, or nearly $150,000,000 more than at the same time last year. This surely represents a singularly strong latent buying ability. The fact too that these deposits are in excess of current loans indicates a much more healthy condition as regards commercial loans than has existed for some time past.

The general dullness of business is in a measure reflected in the bank clearings. The returns for 13 eastern cities show that six have shown gains and seven losses, or an aggregate loss of $24,288,326. In twelve western cities only four report gains, and show a total aggregate loss of $973,825. This brings the total decline in clearings for the year to February 17th to $96,706,571 or 3.9 per cent. This in view of the generally improving conditions can hardly be considered a serious matter. Indeed, in as far as this one factor may be said to reflect the general business conditions, it might well be considered a very satisfactory showing.

* * *

MURRAY CONSPIRACY BECOMING POLITICAL ISSUE

Regina Leader charges that scheme was hatched in Ottawa, while Vancouver Sun calls for Parliamentary investigation.

THE scheme of G. M. Murray to control the advertising patronage of Canadian manufacturers and use it as a bribe to secure support, and a bludgeon to stifle criticism, of the policy of tariff protection of Canadian industries, is rapidly developing into a political issue.

The Regina *Leader*, which only recently wakened to the menace of Murray's moulding machine, charges that the scheme was hatched in Ottawa. "Prior to resigning the secretaryship of the Canadian Manufacturers' Association," the *Leader* says, "Murray resided for the first six months of 1919 at Ottawa. During this period his services were supposed to be 'loaned' to the Government; his salary, however, was paid by the C.M.A., the Government giving him at the same time a per diem living allowance of $10.

"It was right following upon this Ottawa sojourn of Murray's, with all he inspiration of close contact with ministers of the Crown fresh upon him, that Murray, in the role of chief propagandist for the Meighen-Protectionists, launched his great scheme for making the press of Canada solidly Protectionist by getting the manufacturers to withhold their advertizing from such papers as the *Toronto Globe*, *The Morning Leader*, the *Saskatoon Phoenix*, etc., etc.

"At a meeting of manufacturers held in Toronto, which was attended by Murray, he himself laid before them his plans as chief propagandist of the Protectionist forces, including his ready-print schemes and other little ideas for spreading Protectionist propaganda and thus, as he says, 'educating the voters of Canada.' A special committee was appointed to look after certain phases of the propaganda campaign and a fairly substantial initial sum was raised to help the project off to a good start. Among the chief contributors to the initial campaign fund was a well known implement firm and one of the largest textile firms of Eastern Canada.

"In fairness to a large number of Canadian manufacturers, it is only right to admit that they, together with at least one prominent official of the Canadian Manufacturers' Association, strongly opposed the Murray plan of campaign on the ground that the C.M.A. and the cause of Protection would lose immeasurably more than they would gain should the Canadian people ever get wise to the fact that a cold-blooded plan was in operation to force public opinion to a favorable consideration of Protection by the chloroforming of editorial opinion and tampering with the Canadian Press news service.

"The whole-hoggers, however, were in control; Murray received orders to go ahead and accordingly the boycott against lower tariff newspapers was started and the other branches of the propaganda campaign were put through their initial stages preparatory to the finishing 'drive' in the great task of 'educating the voters of

A "Close-up" of the Farm

"Why do a cow's upper front teeth never ache?"

Do you remember this old gag we used to spring on our city cousins who thought the ring in a pig's nose was for ornament.?

If you do you will also recall a hundred and one other things which enable you to establish the proper contact with farmers in your selling plans.

But are there not a host of things you have forgotten—things that would "make the difference" and supply the proper atmosphere? Sure there are; and a million things that the executive who has never farmed has never heard about. The things that count—homely facts that, overlooked in preparing selling plans or copy, account for the apathy with which your best efforts are received

If you want response you want to know your prospect at work—to follow him through the pages of the Farmer's Manual from milking time in the morning till he locks the hen-coop at night. You will then be able to talk intelligently to him and in his own way lay your facts before him.

This book was prepared from the pages of The Nor'-West Farmer as a supplementary service to readers. Ten thousand have been issued and our files bulge with letters of appreciation.

Some of our advertisers and prominent agencies have requested copies and several have kindly commented on the "best book of its kind published." It is practical—every word—and affords an unusual opportunity for selling forces to get a "close-up" of western farm conditions.

We will send a complimentary copy to executives. Please make requests on your letterhead.

Published to Promote Good Farming

Eastern Canada Office
J. B. RATHBONE,
95 King St. E., Toronto
413 Transportation Bldg.
Montreal

The Nor'-West Farmer
The Pioneer Farm Journal of Western Canada
Established 1882

Eastern U.S. Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York

Canada' to say 'Hurrah for Protection'!"

Noting this charge, the *Vancouver Sun* calls on the Premier to disown Murray and his scheme, which it refers to as 'a systematic attempt to bribe and coerce the newspapers of Canada, involving public honor."

"Prime Minister Meighen," the *Sun* says editorially, "should not be content to remain under the odium of such a charge. In protection of public honor he should insist upon a Parliamentary Investigation, have Mr. Murray tell under oath just who he represented, what he did and how he did it, and to what extent and by whom he was financed.

"To any extent to which Mr. Murray attempted to interfere with the editorial policy of Canadian newspapers, either by promoting revenue or threatening to withhold revenue, he must have had an instigating principal. Hon. Mr. Meighen should prove that he was not that principal, and should not stop there, but go on and prove who the principal really was.

"A combination of advertisers and politicians to control the newspapers of the country is doomed to failure; but in the attempted exercise of its purposes of evil intent, would be certain to tarnish public honor and unsettle public confidence. For these reasons a Parliamentary Investigation and full publicity in connection therewith, are absolutely necessary."

Meantime the farmers' organizations are making political capital out of Murray's activities, regarded as an attempt to prevent public opinion being "enlightened." Probably Murray's moulders will prove to have done more than anything else to win votes for anti-protectionists.

It is known that data is being carefully compiled regarding Murray and his supporters, and in the event of a change in Government at the next election they are likely to get small consideration in connection with any tariff-revision.

It would not be surprising if the subject is brought before Parliament at its present session, thus definitely bringing it into the political arena. Unquestionably it will prove a fruitful source of argument for opposition orators and press at the next election —throwing certain industries and manufacturers very disagreeably into the limelight.

* * *

HOW ADVERTISING BENEFITS RETAILERS

Manufacturer urges his retailers to advertise, and offers arguments which will prove interesting to others striving for active dealer co-operation. From address to convention of retailers.

By Milo C. Richer
Advertising Manager Harley-Davidson Motor Co.

NOW, what does your newspaper advertising campaign do for you as dealers in motorcycles? I don't care if your campaign does consist of only one or two 3 inch ads a week. Advertising works for you too. Here are a few of the many things advertising can accomplish for you, if you give it the chance.

1st. It figuratively multiplies your sales force. One of the most difficult things in salesmanship is to create that desire in you for that which I have for sale. Anybody can sell when selling consists of nothing more than getting a signature on a dotted line. Anyone can be an order taker. Advertising paves the way to sales by creating the desire for the advertised article.

2nd. Advertising gives you business prestige. The public takes it for granted that the man who can afford to advertise is a successful man, and it likes to trade at the successful stores. Advertising is recognized as a builder of business. That's why the banker will often loan an advertiser money and refuse it to the non-advertiser. By the way, a late report of Dun's and Bradstreet's shows that 84% of business failures were firms that did not advertise.

3rd. Advertising stamps your goods as reliable. In these days of keenest competition the man with shoddy goods cannot keep his custom and make a "go" of his business. The buying public is determining its purchases on the theory of "If it's advertised, it's good."

4th. Advertising is business insurance and protection. You can mould the buying habits of the public by advertising. You can keep your sales at normal even during the lean periods of the year, by advertising.

5th. Advertising makes the sale easier. If your advertising is of the educational type, telling as much about the product as is possible with printer's ink, many of your prospects will walk into your store, "sold," before you say a word. Your preliminary talk and description of the product is unnecessary. He knows all that from reading your advertising, and probably all he wants to know now, before signing up, is what are the terms; what service is offered?

6th. Your advertising will awaken your salesmen to new activity. They know you are spending real money to get possible customers, and when those customers come into your store your sales force will feel responsible for carrying on the good work that your advertising started. They feel that they are connected with a live concern, and are proud of it. It makes them better, more earnest workers.

7th. Advertising sells the "unknown buyer." Before many young men can own a motorcycle, they must gain parental or guardian sanction. Such a boy probably could not induce his parent or guardian to go with him to your store to see the motorcycle or to hear what you have to say about its merits and uses, but he can have him read your ads, or perhaps the adult has already been following your advertising and is familiar with the motorcycle's advantages. Thus, your advertising reaches that unknown who, in so many cases, influences the purchase.

Maybe, it's a married man who wants a motorcycle, but friend wife must be convinced of the wisdom of the expenditure. He shows her your advertising telling of the economy of riding to and from work, the time and money saved by using a motorcycle. She reads the advertising telling of the pleasure of week-end trips, rides into the fresh, healthy country, outings galore. You can reach her by advertising, but otherwise, you would have to conduct a house-to-house canvass to find her and win her ear.

Advertising actually does this and more, but, it doesn't accomplish it for the listless, once-in-a-while advertiser. The goddess of Advertising Results smiles on the stick-to-it man.

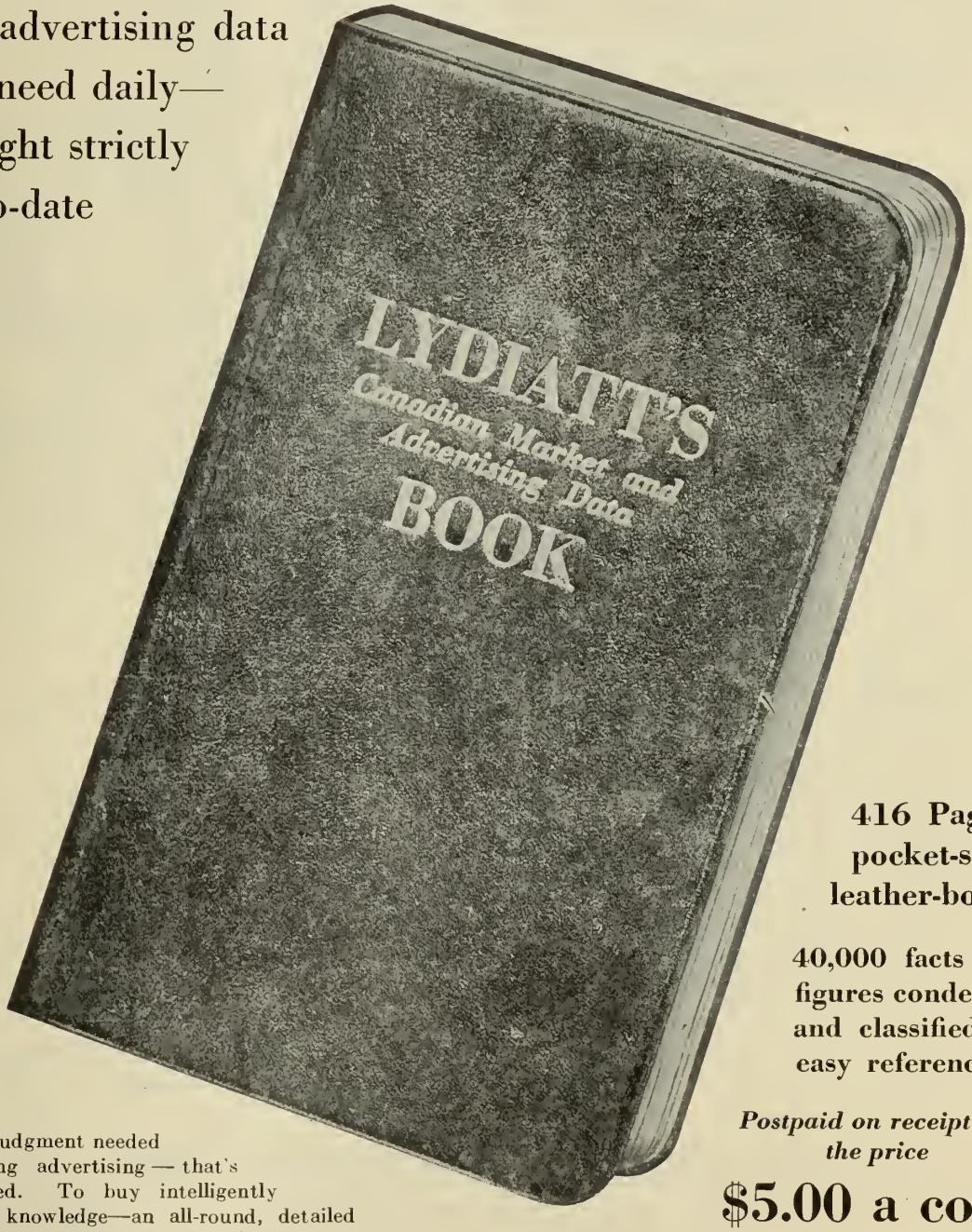
If people didn't die, if people did not move, if new generations did not grow up, if customs and habits did not change, if competitors did not compete, if people were not open to suggestion, and receptive to new ideas, then there would be no need, no use in advertising.

You must never lose sight of the fact that there is a constant and rapid "turn-over" in your buying class. The personnel of your prospect class is constantly changing in a kaleidoscopic manner. We'll say, for instance, that the class of men to which you can sell motorcycles ranges in age from 16 to 20 years. Every day a number of boys in your territory are reaching the age of 16, or entering your prospect class. Also, every day, a number of men in your territory are getting beyond the age of possible interest in motorcycling. That is one reason why you can't afford to stop advertising. Your advertising of this month is talking to a somewhat different class of prospects than was its audience of last month.

Business conditions and the normal man's aggressiveness and progressiveness make him a prospect today who could not afford your commodity yesterday. Tomorrow the high school student may be a wage earner, whereas yesterday he was "bleeding" the governor for two bits for a pack of cigarettes.

Get Your Copy Now!

The advertising data you need daily—brought strictly up-to-date



416 Pages pocket-size leather-bound

40,000 facts and figures condensed and classified for easy reference.

Postpaid on receipt of the price

$5.00 a copy

Keener judgment needed in buying advertising — that's recognized. To buy intelligently requires knowledge—an all-round, detailed knowledge, based on up-to-date facts and figures. LYDIATT'S BOOK classifies the thousands of facts and figures needed to appraise the Canadian market, or any part of it, and the mediums best suited to your purpose. It is for this reason that advertising buyers the world over have welcomed its annual publication —and have found it the most convenient, accurate and complete source of needed information.

Literally thousands of changes are recorded in the new 1921 edition, just out. Interesting illustrative features are the "Distribution of Population" maps and air views of principal cities.

Obtainable only from the publisher

W. A. LYDIATT, 53 Yonge Street, TORONTO

Again, let me say, don't forget that ever-changing buying class.

The success of advertising lies in its cumulative power. It is much like a snow ball rolling down hill, starting small at the top, and gathering momentum and additional layers as it rolls down the incline.

Continuity of small space advertisements produces regular, gratifying volume. Spasmodic large space is too easily forgotten—it is too long between drinks. You can't hold the interest of your community by sporadic publicity any more than a novelist, no matter how great his reputation can hold the interest of his following by publishing his latest yarn serially, in semi-yearly instalments.

When you land a customer with the second of two ads, it does not follow that you should give the second ad all the credit. Maybe the first one did 99 per cent. of the work. But you'd never have known it unless there had been that second one to add the one per cent. of "push" that got the action. You never can tell which one of your series of advertisements brought the prospect up to the buying point.

There was a furniture dealer in a small town near St. Louis. For four months—17 weeks, at a call a week—the local newspaper tried to get him to advertise. Finally, he consented to give it a trial. So he ordered one full page ad "to see if advertising pays," he said. The publisher refused to chance any such test as that. He pointed out that it had taken him four months to get the dealer really interested.

"Now you propose," he added, "to do in one printed talk what it has taken me 17 personal talks to do."

Instead of accepting a one-time single page adver isement, he offered to make the try-out on a series of 17 smaller ads. The merchant saw the point and authorized the insertions. At the end of the little campaign results had made him a convert to steady advertising.

A sure rule in the advertising field is that behind every single ad is the energy of all the ads in the same series that have preceded it. The seed has been planted and is growing. When a field of wheat ripens on August 3rd, it is not the sunshine of August 2nd that did it all. When the hundredth ad suddenly delivers the goods, i is not the hundredth ad alone that does it. The other 99 behind it are all working. When the artesian well digger goes down 300 feet before he touches moisture, and then bores into a free-flowing stream, he doesn't call the first 299 feet wasted. And the advertiser who bores into human nature for the first time has to count on that same 299 feet of preparation before he reaches the 300th foot that means action.

You must advertise to combat competition. A former business man said to a friend, "Advertising drove me into bankruptcy."

Said his friend, "I did not know that you advertised."

The F.B.M. said, "I didn't. My competitor did the advertising."

Suppose your competitor advertises once or twice a week, or every day, in your local newspaper, while you insert an ad, say, once in every two or three months, when the newspaper solicitor gets too troublesome. A prospective motorcyclist has been reading your competitor's ads and knows what he sells and where to buy it. Although you handle, perhaps, the better quality machine, yet he is not informed of this because you have given him a chance to forget your advertising by having too great a time elapse between insertions. Likewise he goes past your door; a mile farther he stops. The result being that you lose a sale because the prospect was sold before he started to your competitor's, and you wonder, being a motorcycle dealer, why he did not stop and see you instead of going a mile out of his way.

To meet competition, you *must* advertise.

Set aside 3 to 5 per cent. of your yearly gross sales for an advertising appropriation. Use all of it. Keep the sales-driving trip-hammer going. Maybe results won't show immediately. But, in time, every advertising dollar will return to the fold with a bunch of its friends. About getting results from advertising, the negative man says, "I don't think it can be done." The positive man says "I think it can be done." The consistent advertiser says, "I'm doing it every day."

* * *

"THE WEAK LINK"

Editorial in recent issue pointing out that thousands of sales are lost because retailers' and jobbers' salesmen do not know how to sell articles advertised to consumers, draws interesting comment from J. W. Hamilton, of Finch, Van Slyck & McConville, St. Paul, Minn.

THIS title of a brief article in "MARKETING" for Jan. 15th, with reference to "What Does The Retailer or His Clerks Know About Your Goods, Mr. Manufacturer?" caught my eye.

It is a timely topic at all times, and doubly so in these days of uncertainty in sales.

Several years ago I took up with an Organization in Chicago, whose object was the helping of the retailer and his clerk in every way, the question of educating and training the retail clerk about the merchandise he sells, by means of leaflets.

My idea was set forth at some length in one of the bulletins put out by Mr. E. St. Elmo Lewis of New York, the widely known advertising expert and general business advisor, and was received with a great deal of favorable comment by a number of manufacturers, as well as by the Chicago organization.

The plan in a nut shell was a brief Leaflet Service about the goods made; their talking points of most interest to the consumer.

The nub of the question is that the manufacturer does a great deal of advertising to tell the consumer about his particular article, but the consumer generally knows the article by name and use only. He does not, nor can he be expected to know very much about the detail of the article, how it is made, its care, etc., as few ads., go into this detail.

It is deemed a sufficient result by the manufacturer and his advertising manager that they have aroused the interest of the consumer and that the consumer hies himself to the retail merchant forthwith to investigate the article in question. His curiosity has been aroused; his desire has been stimulated to the-going-into-the-store degree and what does he all too often find, that a great many clerks are not familiar with the fine talking points of the article in question, that they are not able to back up the ad which brought him into the store and that they cannot satisfy his inquiry.

If the manufacturer's ad has sold the article, well and good; from the sales point of view; but all too often it does not do this. It requires support from the merchant and his clerk, and that is where a Leaflet Educational Plan links up the original ad with the store and closes the sale.

Let us assume that it is a Thermos Bottle. The strong appeal is in the alluring pictures of these delightful possessions at picnics, etc., and the desire is to have one.

The average clerk on whom the consumer calls, of course, knows a Thermos Bottle, and some of the sizes in which they are made; but not always that there is a glass container bottle and a steel clad bottle, the latter, I believe, practically indestructible; nor does the average clerk know that the former bottle can be unscrewed and the glass container bottle taken out and wiped, or that it can be replaced when broken.

Sometimes the very number of sizes and designs arouses confusion, and the average clerk does not know the various uses, recitation of which will often make a sale.

I know, of course, that in a Drug or Retail Store with many hundreds of different items that the clerks can hardly be expected to be well posted on each item and able to give from memory all talking points off-hand, but there are ways and means of taking care of this very vital information so that the clerk can readily post himself and then be able to read the data to the customer.

It will greatly stimulate business if a movement can be developed on the part of manufacturers to print in the very simplest language and as briefly as the message can be delivered a statement of the need of the article in question and all its talking points, with instructions as to care, etc.

I know that this is not a new idea altogether, and that manufacturers do a great deal of it, endeavoring to make it as simple a matter as possible for the consumer to know just what to do with the article in question, and to tell the clerk what he should know, but in spite of all that there is a woeful lack of knowledge on the part of many, many salespeople.

This information would be of two kinds—one gummed to the article

Are You Sailing Between Scylla and Charybdis?

IN the straits of Messina, the ancient dread of mariners, was the rock of Scylla on one side and the whirlpool of Charybdis on the other.

In carefully steering around the rock of Scylla they would often be drawn into the raging waters of Charybdis beyond.

Have you escaped Scylla?

Will you fall into Charybdis?

Many Captains of Industry have carefully steered their way past the rocks of depression.

But there's a whirlpool of competition just ahead. You cannot escape it. Its raging waters will test your ability as a business pilot.

But if you have the nerve, the courage and the faith to use Newspaper and Magazine Advertising on a *strong, liberal* scale, you will find the passage through the whirlpool of selling will be less stormy than if you do not employ this powerful business force.

Our advertising organization is at the service of "Captains of Industry" who realize that bolder, more aggressive and more intensive selling methods are needed today than were required in the "Easy Selling" War Period.

We have been trained, by many years of experience, in all phases of modern publicity. We know how to make Advertising a vital, pulsating part of your business. We know how to co-ordinate it with the personal selling end of your business so that the advertising will be a real help to your salesmen and to the trade, as well as a powerful, dominating factor in selling the consumer.

Let us co-operate with you to battle through the "Charybdis" of competition that is ahead.

Members:
James Fisher
W.H. Bowman
E.W. Reynolds
W.M. Chisholm
J.W.G. Clark
Wm. Wright

Service with Sincerity

The James Fisher Company Limited
ADVERTISING
384 Yonge Street, Toronto

itself, as is done very often now and the other a separate card or sheet, which would be kept in the department, or even on the table on which the goods are displayed.

It is quite possible that "General Information Cards" could be standardized, of one size and general form, so that they could be readily filed in the department handling the merchandise.

This would make the reading and study of the data so much more businesslike and easy for the clerk.

As is well known, literally scores of thousands of articles are sold from samples in the retail store and it should be a simple matter for the manufacturer to print the data for individual items, or for groups, such as enameled ware, one or more of which would be sent with every whole package of the goods, so that jobbers and retailers would automatically receive all the information necessary.

There are often guarantees, back of which the manufacturer stands. What better place to print such than right on the general data card.

So many writers upon retail conditions have written on this subject, that the great need for systematizing is apparent to all.

There are nation wide organizations of manufacturers and retailers in this country with whom a matter of this kind could be taken up, so as to get all the practical detail necessary to its accomplishment.

Mr. John M. Glenn is Secretary of the National Conference of State Manufacturers Associations, 104 So. Michigan Ave., Chicago, Ill., and no doubt will be very glad to give the whole matter his consideration.

This letter, of course, opens up wider vistas of usefulness from an educational point of view than simply brief talking points.

Owners and clerks handling Silks, Wool Dress Goods, Cotton Fabrics, Boots and Shoes, etc., could have, with great advantage to their own knowledge and benefit to their trade, some very well digested matter with reference to these goods, country of origin, preparation, weave, etc. We cannot *make* clerks or owners take an interest in such matters. Too many of them are lacking in ambition, but does not the business world owe it to itself as well as to retailers and clerks that the latter be given an opportunity to acquire this knowledge if they will?

It surely goes without saying that a live merchant will see to it that when this data is received by his store his clerks are given the opportunity of familiarizing themselves with it. He will go further even than that; he will ask his clerks questions about these things, so that he will absolutely know that the people selling his merchandise know what they should about the goods in question.

A vital thought in the general consideration of this plan is that it must reach from the jobber to the merchant; that it will give them information they need in the way they need it so that it can be easily assimilated. It should have a popular appeal to the extent that its authors are clever enough to develop popularity and it must recognize the limitations of the average merchant and his clerk, so that the matter will be most readily understood and all trade and technical terms explained. It is so easy for a man who knows, to forget the fellow who does not know and assume a knowledge in the latter which does not and never can exist in a great many cases.

It must never be forgotten or overlooked by manufacturers, or jobbers, or retailers, that there are hundreds of millions of dollars of business in the country absolutely undeveloped which will only come to life when the consumer is thoroughly sold, and how many of them are sold in everything they need.

The woman who buys her groceries by telephone will never spend as much money as a woman who goes to an attractively arranged store with tables and shelves loaded with goods to tempt her pocketbook. Similarly there are hundreds of millions of dollars of business for the manufacturer, the jobber, and the retailer, if he can arrange to give the consumer a new vision of what he has to sell and that vision will come, of course, very largely from the well posted retailer and his clerk, who are the last connecting links in the distribution.

The clerks and merchants who know are the people who think and they cannot think without producing.

A series of prizes for suggestions from retailers and clerks with reference to improvement in putting up merchandise, making it more attractive, or the selling talks, will bring results; each manufacturer deciding for himself what to allow in that respect.

Travelling salesmen who make every nook and corner of the country will gladly co-operate in such a plan as it will make for greater business for them.

I shall be very glad to hear from any one interested in this general subject.

* * *

RETAILERS WOULD PUT TEETH IN FRAUDULENT ADVERTISING LAW

THE Retail Merchant's Association has requested the Government to appoint an inspector under the Fraudulent Advertising Act to pass on violations of this law and conduct prosecutions. The proposal is that this inspector, if appointed, would act under the jurisdiction of the department of Trade and Commerce, and that prosecutions would be undertaken in the same manner as is now done under the provisions of the Pure Food Act.

The question of fraudulent advertising has been a vexing one in Canada. Owing to the many loopholes in the existing law many cases that seemed to involve fraudulent methods have been allowed to escape through technicalities. Convictions have been difficult to secure—and amendments are therefore sought by retail interests with a view to making the provisions of the Act more effective.

As brought before the recent meeting of the Retail Clothiers Association in Toronto the original Act as passed on June 12th, 1914, with amendments proposed printed in italics, reads as follows:

"His Majesty, by and with the advice and consent of the Senate and House of Commons of Canada, enacts as follows:—

"1. The Criminal Code, chapter 146 of the Revised Statutes, 1906, is amended by inserting the following section immediately after the section 406 thereof:

"a. Every person who *either himself or by his agent, servant, employee, or anyone on his behalf,* knowingly publishes or causes to be published any advertisement for either directly or indirectly promoting the sale or disposal of any real or personal, movable or immovable property, or any interest therein, containing false or *misleading* statement, or false representation which is of a character likely to or is intended to enhance the price or value of such property or any interest therein, or to promote the sale or disposal thereof, *or is liable to mislead anyone as to the true value of such property,* shall be liable upon summary conviction to a fine not exceeding two hundred dollars, or to six months' imprisonment, or to both fine and imprisonment, *or in the case of a corporation to a fine not exceeding five hundred dollars.*

"*The production by the informant of any advertisements containing any statement alleged to be false or misleading shall be prima facie evidence that the same was knowingly published by the person whose name shall be mentioned therein, as the advertiser, or proprietor, owner, agent, manager, as the case may be, of the business referred to in said advertisement. The word person shall include an individual or partnership Co. or Corporation.*"

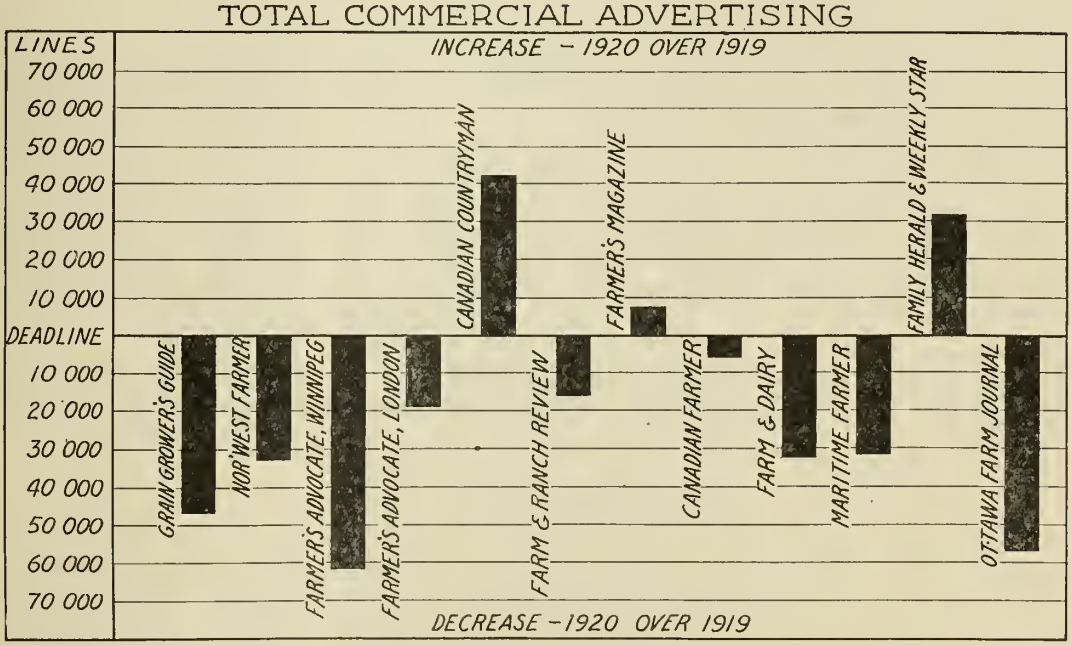
William Findlay of the Toronto *Globe* in an address to the meeting on this subject pointed out the distinction between advertising that is not clean and advertising that is fraudulent. The retailer is interested in both, he thought.

"The Criminal Code of Canada covers both improper and obscene advertising and fraudulent advertising," he said,

Canadian Countryman Made Greatest Advertising Gain Among Farm Papers of Canada in 1920

The diagram below is based upon figures published in *"Marketing,"* February 1st issue, showing TOTAL COMMERCIAL ADVERTISING carried by all of the farm papers of Canada, in 1920 as compared with 1919, under the following classifications:

1. **Autos, Tractors, Accessories and Supplies.**
2. **Dairy Equipment and Supplies.**
3. **Farm Implements and Machinery.**
4. **Farm Equipment.**
5. **Seeds and Supplies.**
6. **Household and Personal Supplies.**
7. **Stock Foods and Remedies.**
8. **Banks, Insurance and Government.**
9. **Classified.**
10. **Not Otherwise Classified.**



The above is doubly interesting in view of the fact that Canadian Countryman's large increase, in volume of advertising for 1920, followed the remarkable increase of 145,000 lines in 1919 over 1918.

The Canadian Countryman

Goodyear Building **Toronto, Ont.**

Member Audit Bureau of Circulations

and I observe from the draft legislation which is printed in your programme that you intended to move for some amendment to the Code as it relates to fraudulent advertising. The present law does not cover the agency of the advertiser nor is provision sufficiently broad in regard to misleading the prospective purchaser as to the true value of the article or product. The legislation which you have in mind if passed will be very similar to legislation now in effect in the State of Ohio. Under the Ohio law a firm in Cleveland suffered the imposition of a fine of $100 because it offered special reductions on several lines of goods among which was one line where admission was made that no reduction could be given. The Judge held that the whole advertisement must be read together and that when so read it was misleading and I believe that the provision you have suggested will cover this point so far as Ontario is concerned.

"Publishers of daily newspapers commenced a number of years ago to cut the fraud out of the selling of advertising. We did not go after legislation. We formed a mutual organization which now comprises all the leading dailies in Canada and the United States known as the Audit Bureau of Circulations. This Bureau not only audits the circulation of publishers but it states in its report the condition of the publisher's circulation and how it was got. These audited reports are received once a year by publications and are circulated amongst advertisers. But I don't suppose one retail advertiser in ten ever reads these reports from beginning to end. He will listen to advertising solicitors by the hour but when concrete, definite information from a disinterested audit bureau is laid before him in written form he neglects to take ten minutes to read and digest it. I would suggest that every one of you who uses daily newspaper advertising should demand copies of the Audit Bureau report and then be sure to read it from A to Z. You will get a lot of useful information about the newspapers in which you are advertising. If your newspaper is not a member of the A. B. C., find out why.

"There is one feature in which this proposed legislation is lacking. It is something you are interested in. During the war thousands and tens of thousands of people for the first time bought bonds. They bought Victory bonds to the extent of hundreds of millions of dollars in this country. During the war we introduced Prohibition. Many of us thought that the retail merchant and the landlord and other legitimate business men would profit by the savings of the people on account of Prohibition and most of us thought that the people generally would continue to be investors in bonds.

"To a certain extent we have been disappointed on both points. The money that the people are still saving is not going into bonds but into alleged securities of mines, oil companies and industrial companies sold by sleek salesmen. The money that the people are saving by Prohibition is not going entirely into legitimate lines of business nor into the savings account of the public. It is going into 'Get rich quick' schemes of various sorts. I am sorry to admit that Toronto is the headquarters of so many of these schemes and companies who are plying their trade in and from this city and are being assisted by a considerable number of newspapers in that practice.

"Your amendments to the Fraudulent Advertising Act ought to contain some provision which would catch the seller of unsound 'securities.'

"You are interested also in clean advertising. In your business and personal life you don't want neighbors who are dishonest or obscene. Why should you have them in the columns of the daily newspapers in which you advertise. The experience of *The Globe's* high standard of censorship of medical advertising and financial offerings is that it pays.

"We are discussing practical subjects. I am not recommending clean advertising to you on any ground than because clean business is good business. I believe it will pay the merchant as it has paid us. I know that in your own business you are all conducting clean, honest advertising campaigns, but how can you spread this practice among those who are not? You can do it in the first place by law, but your law will require some amendment as it stands to-day. You can do it in the second place by practice. You can show the merchants of your community that unless they are 'playing one-week stands" the most valuable asset they can have is a satisfied customer. The greatest advertising medium in the world is the human voice. Personal commendation is the greatest advertisement a firm can have. The extension of your membership as foreshadowed by the president will mean that if all your members exert their advertising influence in this direction it will not be long until fraudulent advertising cannot live because it will be known that the business announcements of members of your association are the sign-words for everything that is clean and honest in business."

Western Dailies Organize

Advertising managers meet in Calgary, discuss problems and form an association

THE Western Daily Newspaper Managers' Association was organized on February 21st and 22nd, at a convention held in the Palliser Hotel, Calgary.

Every daily newspaper in Western Canada had previously supported the formation of such a body by correspondence, and although circumstances did not permit a very large attendance, enough executives were present to organize the Association and initiate a number of important recommendations to the other members. The six largest newspapers in the West were represented, with the result that whatever resolutions were passed indicated the general feeling of advertising managers from Winnipeg to the Pacific Coast.

O. L. Spencer and W. C. Russell, who were chiefly instrumental in bringing the papers together, were heartily congratulated on the evident success of their enterprise; and as an endorsation of their efforts Mr. Spencer was unanimously elected President and Mr. Russell Secretary-treasurer.

The new Association will in no way conflict with the activities of the C.D.N.A., but will rather add further organized support to the work of that body. This was the unanimous feeling of the meeting, and it was borne out by the fact that many of the resolutions passed were in the form of proposals or recommendations to the parent organization.

Discussion throughout the two days stayed close to earth, and was distinctly of a "brass tacks" order. A very large number of problems received an airing, principal among them being the question of U.S. exchange on agency payments, details regarding acceptance of contracts and insertion orders, delayed renewals, measurements, rates, etc.

A great deal of time also was spent on the question of advertising the Western newspaper field. It was unanimously conceded that newspapers had been, on the whole, poor advertisers in the past, and a disposition to improve along that line was plainly demonstrated. Discussion split between two main proposals, one to advertise the western territory, the other to co-operate with the C.D.N.A. in a campaign to emphasize the overwhelming importance in Canada of newspapers as media for national advertising. The representatives of one or two newspapers, who do considerable promotion work of their own, were strongly of the opinion that such advertising should in no way interfere with the advertising conducted by the individual papers, but merely supplement it.

The managers present were enthusiastic about the excellent start made, and all felt confident that the September meeting will be well attended.

Col. John A. Cooper, a brother of Ernest Cooper director of the Auto Strop Safety Razor Co. of London, England, has joined the Toronto staff of Smith, Denne & Moore, who will place the Auto Strop newspaper advertising for 1921. Col. Cooper was editor of Canadian Courier before the war, and latterly has been representative of the Canadian Trade Commission in New York City.

The Federal Advertising Agency of London in placing advertising in the newspapers of the Maritime provinces for the Scott Chamberlain Co. of London, manufacturers of Astoria and Tecumseh shoes.

August Wolf, formerly publicity director for the Citizen's League of Edmonton, has been appointed editor of the Sales Builder, published by the North Ridge Co. at Freeport, Ill. Before locating in Western Canada he was successively city editor of the *Gazette* and the *Herald* of Montreal.

The Star Gives Your Advertising

100% Distribution in The Border Cities

(Ford, Walkerville, Windsor, Sandwich, Ojibway)

All of which Adjoin. Total Population 60,000.

ONE of the first and foremost ambitions of a daily newspaper is to attain the maximum of distribution in its own city.

The Star has successfully accomplished this ambition to a degree that is unequalled by any newspaper in Canada published in a city of similar size.

Computing at the regular rate of five readers to the copy our urban circulation of 13,000 in a city of 60,000 is better than 100%.

94% of our total circulation is concentrated within a 19-mile radius and over 70% of the total is distributed within the city. This solid concentration should be of particular interest to the advertiser who is interested in urban circulation.

Labor in the Border Cities being the highest paid in Canada and the spending power correspondingly high, advertisers considering entering the field should multiply the regular per capita appropriation by two.

A glance at our circulation growth shows a steady and consistent increase that proportionately increases the advertising value of The Star.

Over 18,000 Daily

The *Star's* Circulation Growth

Sept., 1918—8,241	Sept., 1919—13,705	Sept., 1920—16,480
Jan., 1919—12,336	Jan., 1920—15,716	Jan., 1921—18,148

The Border Cities Star

Western Ontario's Leading Evening Newspaper

WINDSOR, ONTARIO

W. F. HERMAN, *Proprietor*

Also The Saskatoon Daily Star and The Saskatoon Phoenix

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

BERTRAM R. BROOKER, Business Manager

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 6 MARCH 15th, 1921

The Agents' Toll

In few lines of business do the "wholesalers" enjoy as large discounts as prevail in the advertising business.

Nor are there many lines of endeavor which afford such attractive profits in relation to capital investment, expense of operation, labor and risks involved.

An advertising agent will make larger profits on a capital investment of $25,000 to $50,000 than will a publisher, of whose revenues he takes toll, on an investment of $300,000 and similar annual turnover. Few Canadian publications have shown profits in any of the recent years of exceptional prosperity equal to those of any of the properly managed agencies.

Notwithstanding this, some of the agencies are not satisfied. Having "fixed things" so as to make it difficult for new competition to raise its head, during the past year they have been "persuading" one publisher after another that he'll have to come across with larger commissions before they can see their way clear to send him any business.

It seems that the most liberally rewarded of the agencies do the most complaining. One agency which started only a few years ago with little more than enterprise and ambition, is reputed to have earned a sizeable fortune for its founders, yet never ceases to complain of the inadequacy of its reward. Perhaps it is significant that clients of this agency are among the most active of those agitating for the abolishment of agency commissions.

Determined efforts having been made with dividual publishers by individual agencies to have commissions increased, by methods which are freely characterized as plain graft, there is now a general demand for "consideration of the increased expenses of agency operation, with a view to increasing rates of commission still further." A letter to this effect has been received by many publishers recently from the Canadian Advertising Agents Association.

This letter claims that the average increase in running expenses for twenty-four Canadian agencies has been 78%—but the basis of this calculation is not disclosed. If volume of business has doubled, as it has in some cases, and expenses have increased only 78%, then the agent is ahead of the game. One publisher shows that the agency's earnings on advertising run in his paper have increased by 134% during the past couple of years.

Paper now costs the newspapers about $80.00 a ton more than in pre-war days. But in passing this additional cost along to the advertiser the publisher must collect $100.00 for the agent must get his 20% or more on every dollar charged the advertiser, even though it is required to meet increased paper costs.

Take the case of the newspaper referred to in last month's MARKETING whose newsprint bill in 1917 was $45,813 and in 1920 was $161,280, an increase of $115,467. To provide the additional revenue required for his 1920 paper bills he had to collect from his advertisers $144,334—of which the agencies would get $28,867

Based on rates a year ago the agents' commission on an inch of space in all dailies approximated $10.56. To-day it would be $13-81. It is a question whether operating costs have increased by that proportion in the same period.

The agencies do not disclose any details of their costs of operation, nor of profits earned. No offer is made permitting audits of their books to show that their demands are not a conscienceless attempt at profiteering, as it is characterized by many publishers. There is no straightforward statement of figures to show the actual cost of rendering the required service, nor even any stated percentage suggested as being required to meet their needs. That would be embarrassing. To suggest 20% would mean an increase for some publishers, but a decrease for most of them. And no publisher should be allowed to get the impression that his rate of commission is too high!

It looks as if the agents had overreached themselves in their envy of the makers of "easy money." If during the past two years of unexampled advertising volume some of them have not been able to make adequate profits, then we do not think the "cost of distribution" of advertising should be further increased for their benefit. The remedy will more likely be found in their own offices.

Some of them have found commissions in past years sufficiently liberal to permit "splitting" with the advertisier, or with individuals through whom certain accounts can be secured. One agent is reported to have made such an arrangement within recent weeks. Yet the agents seem unable to agree that such practices must be stopped—and publishers will be loth to encourage still more deals of this kind by further loading of their rates for the benefit of such agents.

This agitation for more commissions is confined to a few agencies who do not seem aware that many advertisers are actively contending that they are already getting more than they are worth. The times call for increased production and trimming of costs of operation, but their alarm clock is apparently out of order. They may wake up when the demand from advertisers for the entire abolishment of agency commissions attains greater volume.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

A Trouble Chart

The correspondence department of a concern represented by dealers throughout tbe country keeps a trouble chart which sbows graphically the feeling of the dealer toward the company be represents.

When a dealer writes in making a complaint about a shipment or in any way evincing peevishness the line opposite his name on the chart takes a slight dip. If the trouble is not satisfactorily adjusted within the next two letters a further dip is registered on the cbart. When the line dips low enough the salesmanager himself writes a letter. A red ink line marks the danger spot and when tbe dealer's line looks like touching the danger line, a travelling service man is ordered to call and try and patch things up.

In this way it is a simple matter to see the dealers that are not entirely satisfied.

The information sent in by salesmen supplements letters received from dealer in making changes on the cbart.

* * *

A Five Year Campaign Analyzed

The manufacturer of a technical product had been advertising in technical papers and direct-by-mail for five years. At the end of that time he made an analysis of the results obtained.

His product was one that could be used in almost every fair sized factory regardless of wbat that factory produced. His product entails the expenditure of a considerable sum of money but it is a distinct improvement in the efficiency of the plant.

For the five years the advertiser divided his appropriation as nearly as possible into two equal parts, half being used for space in trade and business papers and the other half being spent on direct-by-mail matter. A keyed address was given to each advertisement in the trade and business publications, which were chiefly those devoted to factory and business management and papers whicb covered the industries wbich seemed to offer tbe best field for the product advertised.

The mailing list was made up of about 12,500 names gathered from directories of the various trades and rated by commercial agencies as being worth more than a certain sum as it was considered that only those concerns wbich were established and financially strong would be able to afford the new product.

Folded mailing cards, printed in two colors were used chiefly, although an occasional bulletin and circular was sent out to vary the routine. Invariably a return postcard offering consultation without obligation was enclosed. Two mailings were made in the spring and one in the fall.

A careful record of the returns was kept and at the end of five years a statement was compiled showing the results obtained.

During the first two years the results from the direct-by-mail advertising were considered very satisfactory. The actual sales from the cards sent out and followed-up by salesmen were excellent. In the same time results were obtained from the magazines sufficient to justify the continuance of the space used but not to compare with those received from the direct mailings.

The end of the third year showed a distinct falling off of sales traceable to the direct mail advertising and a noticeable increase from the sales that could be definitely traced to the magazine space. The company did not change its policy but continued during the fourth year to divide its appropriation between the papers and direct mail advertising.

The fourth year showed another increase for the returns from advertising in the trade and business papers and another falling off of returns from direct-mail matter sent out. A study of these results convinced the advertiser that he would be wise to increase his magazine space and cut down bis direct mailings. He divided bis appropriation to allow for three direct mailings, the balance to be used in space in business papers.

The fiftb year showed the business papers to lead the direct mail matter to such an extent that tbe advertiser decided in future he would have only one direct mail campaign sent out using the remainder of his appropriation exclusively on space in the business publications.

When he came to review his five year's advertising activities the advertiser came to these conclusions:

That a mailing list made up of established business houses wears down faster than it can be built up. When he started his direct mailings he had approximately 12,500 names on his lists and at the end of five years of careful supervision of his lists he had 14,500. He estimated that due to his inability to secure the names of individuals in tbe various concerns on his list, about 50% of bis direct mail matter was wasted by not reaching the proper man. Of tbe other list a large number probably did not give enough thought to the proposition or were not interested or felt they could not afford the product at that time. The remaining names of the list had been heard from—sold or then definitely decided against the product—which, in either case, would make them useless as further prospects.

From the gradual increase in his business paper returns he decided that a sound business publication not only reacbes but receives the real attention of a high grade type of man but due to the competition between advertisements for the reader's attention the advertiser has to wait for the cumulative effect of continuous advertising before he secures the full returns on the money spent.

* * *

Putting the Quota on the Territory

Although most salesmen accept tbe quota system as part of the day's work some salesmanagers believe that tbeir men work better when the quota, while present, is not played-up so prominently.

Following this idea one concern bas maps of the various selling territories banging in its sales departments. Large figures across each map show the total volume of business expected from tbat territory. It is the territory that must give the business. The salesman is expected to be able to make his territory give tbe volume set by tbe sales department.

"There is really not much difference between telling the salesman that he must sell a certain amount of goods and telling him what we expect his ground to give us," comments the salesmanager of this company, "What difference tbere is, is purely psycbological. But we believe tbat it bas some effect on our men. At any rate, after trying both scbemes we are getting bigger returns from our men under this system."

* * *

Making Friends Through the Closing of the Letters

A salesmanager wbo is doing his best to make his dealers consider him as a friend, rather than as just a business man, has a system for changing the closing of his letters which he believes brings the dealer closer to bim.

The first few letters sent out to a new dealer close with the usual formal, "Yours truly." After a few orders and more correspondence have been received the closing changes to "cordially yours." Later still it becomes "sincerely yours." By this time the salesmanager has become personally acquainted with his customer and being a remarkably good mixer, has probably worked up something of a personal friendship and the closing becomes still more intimate, such phrases as "Best of luck when you put this order on your counter" are used. After another trip of the territory the mixing ability of the salesmanager allows him to use his customer's first name with such a closing as "as ever, Bill."

"Friendship is a great factor in business," says the salesmanager. "Too many houses stick to cold closings which keep their customers at arm's length. Whenever I reach the stage where I am able to legitimately and properly work in a personal note in my correspondence to customers I feel that they are not likely to swing to another concern while our service is as good as the other fellow can offer. Don't gush; just be naturally friendly and watch results. I have been doing this for ten years and it has always been, to me, a big factor in my success in holding customers. However, don't expect a customer to stay with you just because you can call him by his first name. You have to make it worth while as well."

(CLIPPED FROM PRESS)

NON-ADVERTISERS HEAVIEST AMONG BUSINESS FAILURES

Eighty-four per cent. of the business failures of the past year occured among firms which did not advertise.

This is the assertion made by Bradstreet's Commercial Agency, which is as unbiased an authority as can be found in the business world to-day.

Bradstreet's compiled its information from statistics, not guesswork.

The importance of advertising as a business element must have been regarded as vital by this great commercial agency, else it would not have wasted the time of hundreds of trained men throughout the country collecting and tabulating this information. Bradstreet's thus points the way to one of the elements of business success.

The lesson to be learned from the statistics regarding the advertising merchant is obvious.

In Corroboration of This Clipping

In the six years we have been in business not one of the firms who intrusted their advertising to our care has failed.

What Is More—not one of our clients but has been well able to pay their advertising bills.

These facts speak well for advertising—they say something, too, for

Federal Advertising Agency

T. H. YULL, Director

Dominion Savings Building
LONDON, - CANADA

Rural Canada Suspends

It is reported that *Rural Canada*, with which Charles C. Nixon has been identified for several years past, has suspended publication. This paper has been very active in soliciting the support of manufacturers as a medium advocating protective tariff ideas in farming communities, and has been much encouraged by those favoring Murray's ideas of a "sympathetic" press. It was recently announced that its name was to be changed to *My Canada* and its appeal directed more to urban centres —possibly because of growing unpopularity in farming communities. The company's affairs, however, are now in the hands of an assignee. Mr. Nixon is reported to be in Montreal endeavoring to secure support for a new publication.

R. G. Long & Co. Ltd., Toronto, will be a large user of billboards during the coming year, supplementing the poster campaign with a selected list of farm papers.

The Jackson Trade publishing Co., Winnipeg, announce a new publication to be known as "Western Construction Data," which will be published semi-monthly, commencing April 1st. The magazine will be devoted to the building industry of Western Canada.

The Toronto Star has issued a new rate card, effective March 1st, in which the rates for the classified and rotogravure sections of that paper have been revised.

Le Bulletin des Agriculteurs, Montreal, reports an increase in advertising for January of 50% and for February of 72% over the same months of 1920.

The Hawthorn Mills Ltd. of Carleton Place, manufacturers of woolen cloth, are undertaking a large consumer advertising campaign this spring for their knitted fabrics. They will use newspapers and magazines, including color pages. The campaign is being handled by the Montreal office of McConnell & Fergusson Limited.

Employing printers' associations of Ontario and Quebec met in Montreal recently and agreed on joint action in fighting the expected demand of the unions for a 44-hour week at the expiry of present agreements. In a resolution, passed unanimously, they opposed any reduction in the present 48-hour week as demoralizing to the industry, and decided to form a contingency fund in every local printing centre equal to three months payroll and overhead.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR FEBRUARY

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	FEBRUARY 1921					FEBRUARY 1920		
Macleans Magazine	2	700	38,152	739	55½	52,972	1,584	75½
Everywoman's World	1	800	23,811	2,333	32	25,677	1,866	34½
Canadian Home Journal	1	800	19,946	1,911	27½	23,140	988	30⅛
Christian Guardian	4	700	16,339	140	16½	not checked		
Western Home Monthly	1	720	14,475	926	21½	22,880	1,869	34¼
Canadian Magazine	1	224	10,132	1,512	52	11,723	1,640	59½
World Wide	4	700	5,291	....	7½	4,465	....	7

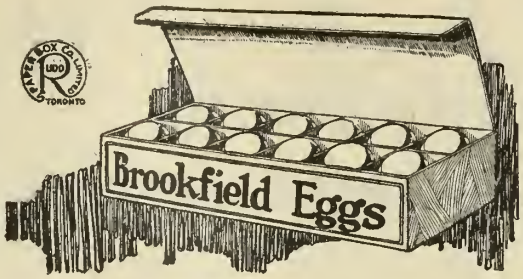
VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR FEBRUARY

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	FEBRUARY 1921						FEB. 1920
Grain Growers Guide	4	720	61,952	1,513	516	63,981	110,098
Nor'West Farmer	2	720	48,844	4,714	446	54,004	76,733
Farmers Advocate (Winnipeg)	4	720	41,496	2,018	224	43,748	59,968
Farmers Advocate (London)	4	720	40,788	15,547	224	56,559	65,264
Canadian Countryman	4	700	40,360	5,874	106	46,340	54,111
Farm & Ranch Review	2	720	30,931	1,902	645	33,478	44,450
Farmers Magazine	4	700	28,023	4,242	589	32,854	x 48,097
Canadian Farmer	4	700	24,500	3,554	1,318	29,372	xx 39,162
United Farmers Guide	4	720	21,087	992	....	22,079	not issued
Farm & Dairy	4	700	16,674	9,279	288	26,241	31,878
Maritime Farmer	2	672	15,296	1,547	1,306	18,149	29,725
Family Herald and Weekly Star (Eastern)	4	940	70,600	240	5,803	76,643	95,220
Family Herald and Weekly Star (Western)	4	940	67,011	240	5,785	73,036	not checked
Ottawa Farm Journal	8	2,432	59,855	2,450	6,022	68,327	76,685
Farmers Sun	8	2,400	46,872	2,547	3,279	52,698	58,457
Farm and Home	4	1,025	44,435	....	2,212	46,647	43,399
Free Press Prairie Farmer	4	1,180	26,070	250	9,060	35,380	50,763
Montreal Weekly Witness	4	2,100	9,086	...	4,589	13,675	22,772

x—2 issues; xx—8 issues

Proofsheet No. 19



Boxes and Cartons Designed to Suit Special Requirements of Different Kinds of Goods

Comes Flat to the Packer

The Rudd collapsible egg box comes to the packer flat. Little storage room is, therefore required for the empty boxes before filling. It can be "set up" much quicker than most egg containers, and its sturdy construction and compact assembly insure maximun protection in handling and shipping

The first sanitary container was invented by the hen.

But the egg-shell insures sanitation only, so we designed a container to insure safe handling

The Rudd egg container—which when "set-up" provides a separate compartment for each egg—has an added advantage in that it also enables the packer of selected eggs to brand his goods.

The Rudd egg container is but one of many types of containers which we have designed to suit the special requirements of unusual commodities.

Our experience in this line will be of assistance to you in designing a container for your product. At any rate we'll be glad of an opportunity to discuss the subject with you, and submit samples.

Rudd Paper Box
Company Limited Toronto
W. P. Bennett, President

Reduced from large size

Suits Special Requirements of Different Kinds of Goods

The London Free Press is a "container" of the best in news services. the best in editorial feature, and the advertising of the majority of the leading national advertisers.

Seekers of resultful advertising space find that The London Free Press meets their requirements—for any type of goods it finds a market, for Free Press readers embrace the majority of London and Western Ontario's prosperous citizens.

Rudd Paper Box Company, Limited, chose The London Free Press as their exclusive medium in London to advertise their boxes and cartons to the London and Western Ontario merchants.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

Subscriptions in Arrears

"Perhaps the most radical reform ever inaugurated by the Bureau was the decision at the March meeting of the Board to recognize as paid only such subscriptions as are not more than six months in arrears. This ruling was effective as from July 1st, 1920.

"It is to the credit of the publisher members of the A.B.C. that they willingly accept this handicap, and particularly is it to the credit of the Canadian publishers who, with very few exceptions, not only eagerly accepted the rule as being in their interests, but urged the Bureau to go further in this direction, in spite of their Governmental regulations which are more lax than those of the United States."

From Report of L. B. JONES,
A.B.C. Annual Meeting, Oct. 1920.

On December 31st, 1920, The Guide had 76,987 net paid subscribers.

93.1% were Paid-in-Advance
4.3% were in arrears 1 to 3 months
2.6% " " " 3 to 6 "
None " " " over 6 "

100% qualified under every test

On March 1st, 1921, The Guide had over 82,000 net paid subscribers. The reason for this unique standing in this field is not far to seek.

The Guide gives the most farm journal reading matter in the field.

It covers every interest in farm life and appeals to every member of the farm home.

It covers the widest field of reader interest for the wide-awake farmer. Every issue is a "live one."

The rate is low—65c. an agate line flat—82,000 circulation guaranteed.

The
Grain Growers' Guide
WINNIPEG, MANITOBA

Branches at

TORONTO
53 Yonge St.

MONTREAL
c/o Gardenvale P.O. Que.
and at MONCTON, N.B.

NEW YORK
1478 Broadway

Member A.B.C.

Changes on MacLean's Magazine

G. H. Tyndall, who has been manager of Eastern Territories on *MacLean's Magazine* for the past three years, has been made Director of Advertising, taking over work on this publication which up till now has been handled by H. V. Tyrrell, general manager of the Company.

Several years of selling in retail stores as well as on the road in every section of Canada provided Mr. Tyndall with an all-round experience in the various branches of merchandising before entering the daily newspaper field ten years ago.

Mr. Tyndall joined the staff of *MacLean's Magazine* in 1917.

R. B. Huestis, who was for several years in charge of the New York office of the Maclean Publishing Company, leaving two years ago to become sales manager of the Davidson Tool Company of that city, has returned to *MacLean's Magazine* as manager of Eastern Territories, with headquarters at the Toronto office.

Mr. Huestis is a Canadian, born in Halifax; and had several years of advertising and merchandising experience in various parts of Canada before going to New York for MacLeans.

Among advertisers and agency men in New York and throughout the Eastern States territory, Mr. Huestis has been looked upon for years as an authority upon problems of merchandising and advertising in the Canadian market.

Everywoman's World and La Canadienne have opened a New York office at 15 E. 40th St. in charge of Mr. John C. Hogan who has represented these magazines in Eastern U.S. territory during the pas tyear,

A new account secured by the Federal Advertising Agency is that of the Canadian branch of the W. T. Rawleigh Mfg. Co. distributors direct to the home of household remedies, appliances and food stuffs.

K. S. Fenwick, well known in Canadian advertising circles through his connection with Pacquet & Co. Quebec, and later with the Consolidated Advertising Service, Toronto, has recently joined the Collin Armstrong advertising agency, New York.

The Diamond State Fibre Co. of Canada is using large copy in trade papers to advertise its vulcanized fibre products for electrical, railway and industrial purposes. Norris Patterson, Toronto, are handling the advertising.

Advertising for Electrion Farm Power and Light Plant (Canadian Linderman Co. Ltd. Woodstock) is running in a number of farm papers. It is placed by McConnell & Fergusson Limited.

A. C. Smith has left Saturday Night Press to join the staff of the Acton Publishing Co. Toronto.

240% GAIN

in volume of business

FARM AND HOME

records the greatest increase amongst Canadian Farm Papers, and has the biggest lineage of any farm paper west of Winnipeg.

BECAUSE

British Columbia is the only field in Canada that is COVERED BY ONE MEDIUM. NO WASTE. NO DUPLICATION. An open and shut proposition—reach ALL the 25,000 farmers in B.C. by the ONLY paper that covers this $85,000,000 market.

Over 25,000 Circulation. A.B.C.

VITAL FACTS:

	Nov. 1919	Nov. 1920	Gain	Loss
Farm and Home	**17,913**	**61,201**	**43,288**	.....
Ottawa Farm Journal	67,522	68,654	1,132	.....
Grain Growers' Guide	85,147	62,290	.....	22,857
Family Herald & Weekly Star	99,289	81,549	.....	17,740
Nor'-West Farmer	61,811	49,437	.....	12,374
Farm and Ranch Review	47,917	38,345	.....	9,572

Figures from "Marketing" December 15th, 1920

Further Information from

F. W. Thompson
100 King Street W.
TORONTO

F. Calder
22 St. John Street
MONTREAL

Gilman, Nicoll & Ruthman
World Building
NEW YORK

C. W. Wallis
1243 First National Bank Building
CHICAGO

or

FARM and HOME, 137 Pender Street West, VANCOUVER, B.C.

Concentrated Farm Population

in

"The Garden of the Gulf"

Prince Edward Island—or as it is popularly known "The Millionaires Island"—is the most thickly populated province in the whole Dominion. Practically every one of its rich acres is occupied and under cultivation and the intensive farming methods employed everywhere have made it relatively one of the most productive in Canada.

* * * *

The concentrated circulation which

The

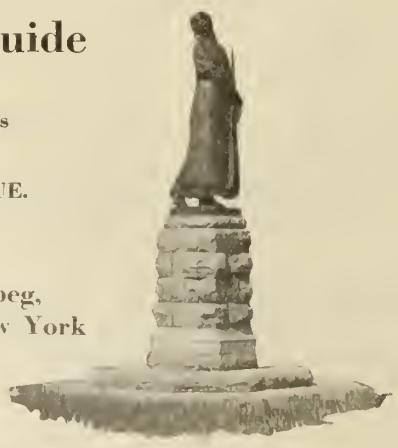
United Farmers' Guide

The Leading Farm Paper in the Maritime Provinces

has amongst the best of the concentrated farm homes in Prince Edward Island, (besides that among the farmers of New Brunswick and Nova Scotia), makes it easy campaigning for the manufacturer wanting to get the best results from fertile P.E.I.

The
United Farmers' Guide
Published Every Wednesday
Editorial and Business Offices
MONCTON, N.B.
Printed at GARDENVALE, QUE.
Branch offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg,
1478 Broadway, New York

Successful Applicants A.B.C.



"In the Land of Evangeline"

Western Outlook Good

The outlook for business in Western Canada is very bright in the opinion of E. J. Johonnot, sales-director of the Dominion Cartridge Co. who has recently returned from a trip through the Western provinces. Conditions have improved very much in the last couple of months, and people generally are very optimistic.

This opinion is confirmed by W. S. Fallis, managing director of Sherwin Williams Co. Ltd. also just back from the West. The period of depression has lifted, in his opinion, and while the volume of business has been less than last year there is every confidence in the future.

The Canadian Toledo Scale Co. has been organized at Windsor to handle the Canadian business of Toledo Scales. A convention of the Canadian sales force was held last week. W. F. Morgan-Dean of Hamilton is the managing director of the new Canadian company.

According to the estimate of the Might Directories Co. the population of Toronto at the end of 1920 was 597,386. The city has 1802 streets and 121,311 buildings. New buildings erected during the year numbered 8,607.

Fifty Canadian salesmen of the Hoover Suction Sweeper Company of Canada Limited attended the annual dealers' conference at Canadian headquarters in Hamilton several weeks ago. Much satisfaction was expressed with the splendid business of the Company's first year in Canada.

The Hoover Suction Sweeper Company has a unique advertising policy, placing all their advertising with trade papers, periodicals and magazines which go into the homes of possible purchasers. The daily newspaper advertising is left entirely to the dealers who carry the Hoover, and that, according to Thomas F. Kelly, sales manager for the Canadian Hoover, accounts for the fact that this sweeper receives more daily newspaper advertising than all the other suction sweepers put together.

The company will carry eleven pages of advertising to every prospective home for 1921. This means that every home in which the company hopes to place a Hoover will be read eleven different full-page ads. describing the merits of this sweeper aside altogether from the ads. placed in the daily press by the stores distributing the sweeper.

Automobile accessory interests in Winnipeg recently held their first Automotive Equipment Show. Manufacturers and jobbers from all parts of Canada and the United States were represented in exhibits of all the standard lines of equipment. The show lasted for a week and was largely attended. Sales were quite numerous —and such was its success that plans are already being laid for an exhibition on an even larger scale a year hence.

"Burgess" Batteries are being advertised by Burgess Batteries Ltd., Winnipeg, through the Winnipeg office of J. J. Gibbons Ltd.

Hamilton Advertisers Entertain Retailers

A group of Hamilton manufacturers, all clients of the Hamilton Advertisers' Agency, staged a unique dinner a couple of weeks ago, at which local grocers were entertained. A menu was arranged, made up of the products of Dominion Canners Ltd., (Soups), John Duff & Son, (Smoked Ham), T. Upton Co. Ltd., (Catsup), and (Marmalade) Brant Ice Cream Co., R. B. Hill (Bread), F. F. Dalley Corp., (Coffee), and Harper Presnail Cigar Co. and the grocers were thus introduced to each manufacturer's product in a most effective way.

At the dinner the grocers found a complete display of each manufacturer's lines, arranged as he would show the articles in his store. Some were in the form of window displays, others counter and shelf arrangements—each display aiming to offer the grocer a practical suggestion. Following the dinner the purpose of the gathering was explained by Russell T. Kelley, head of the agency, and each manufacturer gave a ten-minute talk on the merits of his products. Music and entertainment also featured the proceedings.

"Pitiless Publicity" was advocated by W. H. Anderson, superintendent of the Anti-Saloon League of New York, at a meeting last week of the Quebec branch of the Dominion Alliance, as a means of enforcing the liquor laws.

Not Much Wrong

It is difficult to believe that there is much wrong with the business fabric of a country whose total bank deposits in 1920 amounted to $1,978,763,102, being an increase of $100,000,000 over the total for the previous year. Savings also increased more rapidly than current loans in that period so that there is plenty of evidence of sure and healthy growth in Canada's resources. More work and constructive thought is all that is required.—*Hardware & Metal.*

Frank W. Hunt, advertising manager of the Massey-Harris Co. Ltd., was one of the speakers at the luncheon of the Montreal Publicity Association February 23rd. He described the advertising methods of his company, both at home and abroad.

"What Advertisers Should Know About Engravings" was told by William Pawlowsky of the Ronalds Press, including many valuable hints—advice to pay enough not being overlooked. Examples of engravings in different stages of production were shown.

Very Much Worth While

"For a long time we have been regular and interested readers of MARKETING, and in every issue have found something very much worth while. The series of "Better Business Letters" which began in the March 1st issue is especially timely, and if the succeeding articles are as good as the first one, it will be one of the best things which you have done."

E. D. Ring, *Herald Press*, Montreal.

"You have designed advertisements that got business"

"WHILE ON THIS MATTER of publicity, may I express to you my appreciation for the very excellent way in which Norris-Patterson Limited have handled our publicity work. The advertising material, the cuts and drawings have been put out in most artistic and attractive shape and the results from the outset have been exceedingly satisfactory.

"YOU HAVE SELECTED mediums that get results; you have kept us from avoidable waste and you have been able to design advertisements that invariably got business—in fact, you have shown a very live and intelligent interest in the details of our work that enable you to write our advertisements even better than we could write them ourselves.

"I HAVE HAD SOME experience with other advertising agencies and am compelled to say that we must give you the palm for splendid service rendered.

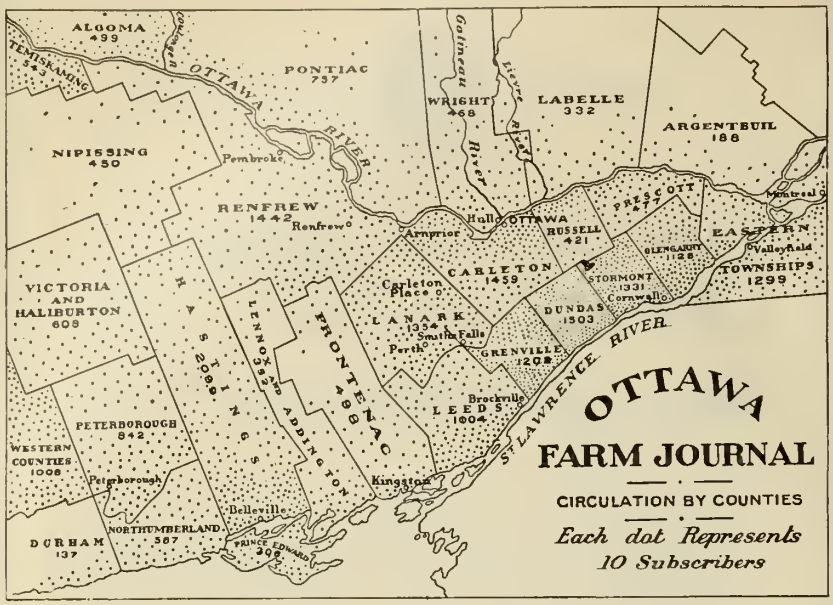
"I AM GLAD TO SEND YOU this unsolicited letter because I have felt for some time that your work really deserves recognition and you are at liberty to use this frank expression of opinion in any way that you wish."

(Original letter may be seen at our office)

"It's all in the Service"

NORRIS-PATTERSON
LIMITED
ADVERTISING

TORONTO MONTREAL



VISUALISING

the Circulation of the

Ottawa Farm Journal

of nearly

25,000

per issue

Peculiarly valuable because so remarkably concentrated. In the Great Central Dairy Belt, shown above, comprising the 17 Counties of Eastern Ontario and the English-speaking Counties of Western Quebec, THE OTTAWA FARM JOURNAL has a distribution *8,000 greater than any other Canadian Farm Paper.*

Records of advertising lineage show, conclusively, how both National and International Advertisers appreciate the Dominant Medium in this territory.

THE OTTAWA FARM JOURNAL

OTTAWA, (Member A.B.C.) **CANADA**

BRANCHES:

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

A Word for Wood Cuts

Editor "MARKETING":

It was a surprise and pleasure to me when I picked up a copy of February "MARKETING" to find it illustrated with wood cuts.

Your article on the return of the wood cut is an excellent one. I have been watching the efforts of artists and wood engravers in the United States to reintroduce the method of wood block printing as a medium for illustrating, and learn they are meeting with wonderful success as expressed by some of the best advertising experts in the States. Since these efforts to bring about a return of the pictorial art of wood engraving for illustration purposes, have been studying this style of illustration very closely, glad to find there is a growing demand for it in Canada.

Mr. Colgate is right when he says in his heading "The desire for pictorial individuality will revive the interest in wood engraving as a medium for illustration. In the near future our advertising public will see that it is a vigorous effective wood engraving that they want to advertise and illustrate their goods. To create an artistic as well as a saleable engraving for illustrating purposes it is best for the engraver to make his own sketch and then express himself in his engraving as he would with a brush and his work on the wood block would equal the effects of a big drawing. Mr. Colgate voices the true artist when he says "an illustrator may use his graver with the same artistic freedom as with his etching needle, pen, pencil point or brush."

MARKETING is an enjoyable magazine and well printed. I am recommending it to many of my friends, as I consider that it gives much valuable information and is a good asset to those interested in advertising.

Yours very truly,
H. E. Bergman.

Winnipeg, Man.

* * *

A. C. Morton, late of the *Montreal Star*, has been made president of the *Montreal Herald*, succeeding Alfred Leithead who died recently. The *Herald* will be staffed by ex-army men.

* * *

A trade mark action has been won by the Billings & Spencer Co. of Hartford, Conn. against a Canadian company of the same name. The latter registered in 1907 a trade mark "B" in a triangle, used by the American company since 1873, but it has been ordered expunged.

* * *

The Canadian Association of British Manufacturers has formed a publicity committee, appointing W. B. Somerset of A. McKim Ltd., F. E. Fraser, C. R. Smith, W. T. Evans, H. W. Smyth, with F. I. Spielman president and J. E. Ritchie, vice-president, ex officio.

* * *

A publicity campaign was decided on at the convention of the Adirondacks Resorts Association of Plattsburg, N.Y. and the Montreal Tourists Bureau, to encourage tourist traffic. Last year's appropriation is to be nearly doubled, newspaper advertising and an illustrated booklet being the two chief mediums of publicity favored.

Why Does Hardware and Metal Dominate in Western Canada?

Hardware and Metal is the *only* hardware paper giving a weekly market service from Winnipeg.

Hardware and Metal is the *only* hardware paper giving a weekly news section for Western Canada.

Hardware and Metal is the *only* hardware publication giving the trade in Western Canada a weekly market service from Montreal, Toronto, London and Pittsburgh—and Westeners are even more interested than any others in the activities in the primary markets of the East.

Hardware and Metal is the *only* publication in Canada giving the Western hardware trade a weekly service covering the activities of the hardware trade in a National way.

Hardware and Metal is the *only* hardware publication giving the Western Canada trade a weekly market service on paints, oils, varnishes, etc.

Hardware and Metal is the *only* hardware publication giving the trade in Western Canada weekly information regarding, "What Other Merchants Are Doing," Legislation, New Hardware Goods, Illustrated Articles on Display, Advertising, Etc.

Hardware and Metal during the twelve months of the year, supplies the Western Canada hardware trade with more market information, more new goods information, publishes more illustrations of window displays, store interiors and retailers' advertisements than all the other Canadian hardware trade publications combined.

Incidentally, Hardware and Metal is the *only* hardware trade publication in Canada that will supply you with an Audit Bureau of Circulations statement, thus proving what it really has in the way of circulation in Western Canada.

MORAL—*If you are interested in Western Canada trade, advertise in the paper that is read by the Westerners and has gained its present dominating position in the West, as well as in other parts of Canada through 33 years of honest effort to give the trade each week the best in hardware trade newspaper service.*

HARDWARE AND METAL

"Canada's National Hardware Weekly"

143 University Avenue, Toronto, Canada

Montreal Branch, Southam Building **Winnipeg Branch, Union Trust Building**

Published every Saturday since 1888. The only weekly hardware paper in Canada and the only hardware paper in Canada that gives you a circulation statement audited by the Audit Bureau of Circulations.

A Customer says:

"I am exceedingly well pleased with the way you print our House Organ.

The type setting is very neat and attractive, your press work is splendid.

You must be well equipped to handle this class of work."

WE ARE

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST. CLAIR AVE. TORONTO

Over 18,000 Families

95% of them living in their own homes

A compact, well-to-do, steady-going, population — 100% English-speaking. A market worth winning, and once won, not easily lost. That's

Prince Edward Island

the richest province per capita in the Dominion, where the people live well, spend wisely and liberally, and are most industrious and prosperous. Reason enough for using the

Charlottetown Examiner

Every Evening

J. R. BURNETT, *Publisher*

DIRECT-MAIL DOINGS

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Counsel Direct Mail Advertising Association

RECENTLY Harold Spender, the famous British Journalist, visited America. It is mighty interesting to Direct Mail folks to know that of the very wonderful things in this country, two things impressed him much more strongly than any others. They were: the letter addressing machines and the stamping machines, in use in Direct Mail work!

* * *

New Foreign Mail Regulations

Parcel Post Packages in Mexico.—The Mexican postal administration has notified the Post Office Department that after February 1, 1921, parcel post packages received in Mexico from the United States which are not withdrawn from the mails by the addressees within a period of ten days from the date upon which the first notice to withdraw is given will be subject to a storage charge of 5 centavos Mexican per day.

Parcel Post to Latvia.—The Post Office Department has announced that parcel post packages, ordinary and registered, up to a weight limit of twenty-two pounds, will be accepted for dispatch to Latvia at the postage rate of twelve cents a pound or fraction.

Parcel Post to Rumania.—A notice appearing in the United States Postal Bulletin says that postmasters have been notified that, until further instructions, parcel-post service to Rumania is suspended and the item "Rumania," on pages 157 and 180 of the July, 1920, Postal Guide is modified accordingly.

Parcel Post to Norway.—Effective February 1, 1921, the limit of weight of parcels for Norway will be increased from 11 to 22 pounds.

* * *

Stamped Return Envelopes?

How do stamped envelopes influence replies? For the last several years this has been one of the most disputed questions in all Direct By Mail merchandising.

It is the genuine consensus of opinion now, though, that there can be no cut and dried reply to cover a multitude of instances. Speaking by and large, though, it is a pretty safe bet to send stamped envelopes to farmers in out of the way places and to housewives in general. Both of these classes often find it very difficult to secure stamps and, therefore, it is advisable to be governed accordingly. Numerous tests show this action to be decidedly resultful.

On the other hand, it isn't wise, broadly speaking, to send stamped envelopes to business men or executives generally. To them a stamp means absolutely nothing, for they simply drop your envelope or letter into the waste basket, and the stamping is taken care of automatically. Business men unconsciously or otherwise, get the feeling that the advertiser is trying to purchase their business or good will for a one cent stamp or two cent stamp.

* * *

Winfield, Kansas, Comes to Bat With a Real Economy Idea

Seven merchants of Winfield, Kansas, going after trade outside the town, will affect a saving in postage alone amounting in the current year to $10,800. This is the result of co-operative circular advertising.

When these merchants planned a campaign to draw customers from a distance to trade at their stores, they thought of two things. If they could reach a large number of people within a radius of one hundred miles about Winfield they would boost the town, and secondly, themselves. Maybe they didn't think of it in that order; but knew there would be an advantage for all concerned in bringing numbers of people to town who otherwise would be likely, with no special attraction, to do their buying nearer home.

Each merchant could go it alone or all could combine. In combination there were the advantages due to the greater prestige of a big, inclusive circular and to economy in printing and postage. If separate circulars were sent out, on each considerable space would have to be devoted to general advertising copy, which would mean less room for merchandising matter. In a co-operative circular this space could be minimized, as one appeal would do for all. Postage for 15,000 circulars sent by seven merchants would be $1,050. The co-operative circular would cost $150.00.

So the seven firms decided to get together. Representing three department stores, two shoe stores, a specialty apparel shop and a musical instrument store, they got up an eight-page circular with two double, two single and three half-page ads., one half of the front page being devoted to telling the message of co-operation and emphasizing the keenness of price competition incident to sales advertised by such a circular, in which values were almost side by side for comparison.

Of these circulars, 15,000 were mailed to people living within a hundred miles of Winfield. The same number will be sent each month during 1921. Without counting the added prestige, printing economy, and saving in space available for merchandise advertising this combination will save in cold cash $10,800 in postage. 15,000 circulars sent twelve times a year by seven merchants would number 1,260,000. Co-operation cuts this to 180,000 ,and the saving to be reflected in merchandise values is used as a strong talking point in the circular.

Dry Goods Economist.

Do Purchasing Agents Rebel Against Direct Mail Drives Now?

During the last two months many advertisers have written to this office, wondering whether it were not unwise to send Direct Mail Advertising to Purchasing Agents at a time when business was in an unstable condition. The general attitude of these letters was that purchasing agents might "hold it against" the advertiser who tried to pester them for business now.

There could be no greater mistake. Never before in the history of business, was Direct Mail Advertising so important, as now. This must be taken into consideration, though: Direct Mail methods must be handled with finesse and understanding.

Instead of using high pressure methods in our form letters and circulars, which methods only antagonize, let us instead go about getting business *indirectly*.

Experiment has already shown that those letters and circulars, which make the purchasing agent feel that he is being supplied with information, upon which he can base his judgment, take him unawares, and often "sell him."

The point is to make your Direct Mail literature appear as a source of help and information rather than an effort to sell deliberately.

The results are the same but the method of approach, which assumes an air of helpfulness, is the one doing the most business.

Purchasing agents everywhere are up in arms against out and out sale tactics in this particular time.

* * *

Foreign Mail

One of the biggest business houses in America had been having a great deal of trouble with foreign mail. Almost invariably the clerk failed to put the correct amount of postage on letters going out of the country.

A tinted envelope solved the whole difficulty.

Hereafter all letters addressed to foreign countries, are sent in buff colored envelopes, which immediately stand out from the rest of the pile clearly enough to call for the necessary amount of postage.

* * *

Colored Stationery

One of the largest steel products manufacturers on the continent, saves a great deal of time, worry and expense

WILL IT PULL?

In Quebec?
Test out your plan by
Using—

The Telegraph ALWAYS

More Evidence of Strength

Mr. E. A. Humphries for many years with MacLean Publishing Co., is taking charge of our Montreal Office.

Mr. Humphries not only is a man of much experience in Advertising, but has been through the practical school of retailing, which makes him strong on merchandising.

This combination assures our Montreal friends a service of a superior kind.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL 51 Wellington W., TORONTO

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

Lockers— DENNISTEEL —Cabinets

Made in Canada

LOCKERS—provide the necessary privacy and safety for the personal belongings of your employees.

MATERIAL CABINETS—are space-saving, dust-proof and are specially suited for the keeping of stationery, records, etc.

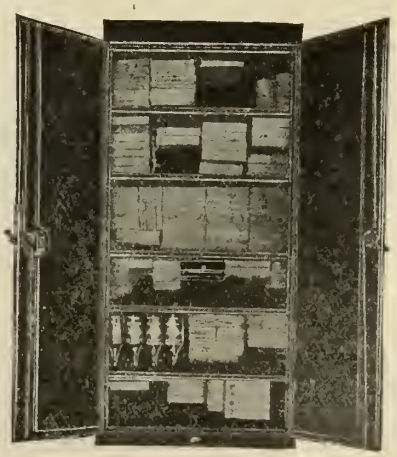
ALL DENNISTEEL PRODUCTS DEFY FIRE

WE ALSO MAKE : Steel House Safes, Steel Shelving, Steel Bins, Steel Lavatory Compartments, Steel Chairs, Stools, ets., Ornamental Iron and Bronze, Commercial Wirework of all kinds, General Builders' Ironwork.

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Winnipeg
Calgary
Vancouver



You Need It?

No campaign is complete without the personal touch of Direct Advertising. You may obtain my services for a few hours each week to plan and write Sales Letters, Folders, Broadsides, Signs, Displays, etc., thus linking General Advertising with the Dealers and Selling Force.

FREDERICK M. HAHN
931 College St. : : Toronto
Telephone College 7894

Manufacturers

Keep your eyes on new markets!

Are you doing business in Newfoundland?

If you want your products established in this territory write

Gerald S. Doyle
St. John's, Newfoundland
Manufacturer's Agent

Toronto Residential Mailing Lists

Every Home—A Telephone User!
Classified according to telephone exchanges and arranged in street order.

Sellers Agency. 100 King St. West TORONTO

Over One Quarter of Canada's Entire Population is Concentrated in the

PROVINCE OF QUEBEC

(85% of which is French-speaking)

Notwithstanding an higher advertising rate during 1920,

"*La Patrie*"

has published over 30,000 lines of advertising more than in 1919. This is proof that "LA PATRIE" is an excellent advertising medium to reach the French population of Quebec, which represents one-quarter of Canada's entire population.

"La Patrie" should not be overlooked by any advertiser who is determined to cover successfully the Province of Quebec.

Apply to any Advertising Agency for Rates and Circulation, or direct to the Advertising Manager.

"*La Patrie*" Pub. Co.
Limited
La Patrie Building MONTREAL

"LA PATRIE"
Is a Member of the Audit Bureau of Circulation

in his mailing department, by using different colored paper for different purposes.

Thus, for example, all letters to branch houses are written on a heavy tan paper. All letters dealing with purchases of any sort are written on dark blue. All letters, dealing with credit, are written on plain white paper, etc., etc. Thus, mail coming from any branch house to the main office is sorted immediately with a minimum of effort on the part of the mail handlers.

* * *

Vary Physical Makeup

One of the most effective methods of getting your follow up letters and literature read, is to vary the physical make-up.

If the first letter is sent out on plain white paper of a certain size, send out the second on a different colored paper, if possible, and of a different size. Do the same with the third, fourth, etc. The results will genuinely surprise you, as contrasted with the results of those series that are uniform in their make-up.

This idea met with very unusual success in a campaign, recently sent out by a Chicago millionaire, who was anxious to sell several thousand acres of orange grove property.

His very first campaign, which was gotten out in the regular uniform manner, brought in comparatively few results. The same campaign, almost identical in get-up, but varied in physical composition, introduced a new type of interest that helped swing the deal.

* * *

One or Two Cent Stamps?

Should we use one or two cent stamps for Direct Mail Advertising? This is another of those very old questions that seem never to be settled. Countless experiments have been made and statistics can be shown by the hundreds to prove almost anything one wishes.

In these fighting times, though, when the worth-while buyer or executive reads, at least, the beginning of every piece of mailing matter that comes across his desk, the question is no longer a difficult one.

If we assume that the mailing piece is thoroughly worth while, from an advertising point of view, this is a good rule to go by: Use a one cent stamp if the message is frankly a circular or frankly a form that anyone can detect readily. In other words, if it is an impersonal message, make it impersonal all the way through by using a one cent stamp.

On the other hand, if you are sending out a very carefully gotten up letter, one that is well filled in, and made personal in every way, by all means carry the idea through by putting a two cent stamp on your envelope.

This is a general rule that is bringing in good results consistently.

* * *

What is the Saturation Point in Follow-ups?

How is the advertiser to know whether a three piece, five piece, seven piece, or fifty piece campaign is most effective?

Which shall he use and when? There is no definite answer that can be given to questions of this kind, to cover any but general classifications. Each campaign is, or at least should be, an ab-

In Kitchener Every Tenth Person Owns a Car

Get in touch with these motor car owners through the advertising columns of

THE DAILY RECORD

Only A.B.C. Paper in Kitchener

Special Auto Show Number

will be issued March 18th for Kitchener's Third Annual Motor Show.

Rates from any recognized agent or direct

The
News Record, Limited
Kitchener, Ont.

"All the News While It is News"

Is the motto of

The Ontario Reformer

OSHAWA

Every Other Day

This policy makes it indispensible to its readers

Every Other Day

Established 1871

Include it on your "daily list"

solute law unto itself. There are fifty-two piece campaigns that have been unusually successful, where a shorter campaign on the same work would probably do very little business, if any.

On the other hand, short three piece campaigns have proved decidedly more resultful than longer ones could possibly do no matter how skilfully they were gotten up.

Direct Mail Advertising, as those who have been in the field for any length of time know, is much more than a matter of sending out mailing pieces. The form letters, themselves, are merely one of many things in the worth while plan. At least they should be. The background of our letters and mailing pieces is one of studying the article, getting all the information possible about the territory; studying the type of people to whom it is to go; working out a mailing list that is generally effective, etc., etc. The literature in itself, is merely one of the steps in the whole process Too many Direct Mail advertisers think that the copy is everythings That is why many of them never get any worth while results from their campaigns and then wonder why direct mail advertising hasn't paid.

Generally speaking, a three to five piece direct mail campaign on items under $25.00 has been found more resultful than larger or smaller campaigns. This is said only in the broadest possible way because there are, doubtless, instances of this class wherein a larger appeal or a smaller one might very satisfactorily work.

Out of some forty retailers, though, who made tests within the last two years, the three to five piece campaign is considered the best result getter, for articles at $25.00 or under.

On the other hand, one of the largest automobile companies in America, has a twenty-one piece campaign that has been used for nearly three years, varied of course, with consistent, decidedly worth while results.

There really is no criterion, though, as to the number of pieces to be used. The condition, surrounding the product, must be studied.

❦ ❦ ❦

Frank Alexander, for the past twenty-three years identified with various trade newspapers of the Maclean Publishing Company, has joined the Commercial Press Ltd., Toronto as sales manager of its group of retail trade papers.

❦ ❦ ❦

After several years of comparative inactivity in advertising the H. J. Heinz Company of Pittsburg, famous for its "57 Varieties" is carrying on an extensive campaign in Canadian newspapers and other mediums, through Calkins & Holden advertising agency.

❦ ❦ ❦

E. D. Reed has resigned as director of advertising for the F. F. Dalley Corporations, Hamilton, to take charge of the stock feed sales and advertising department of the Andrew Motherwell Co. of Glasgow, Scotland and Dundas, Ont. His headquarters will be in Dundas.

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000
ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO
ELECTROTYPES FOR NEWSPAPER ADVERTISING
STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

Advertising in the Capital

Many National and International Advertisers have proven, by actual test, the peculiar responsiveness of the Citizens of Ottawa to announcements in their Daily Newspapers.

WHY?

1. **Ottawa has money to spend. Its three principal pay-rolls exceed $25,000,000 a year.**
2. **Ottawa has the desire to buy. Its people demand the best.**
3. **Ottawa is particularly free from Industrial Disputes. There is little fluctuation in income.**
4. **Ottawa enjoys in its Civil Service Employees an asset not found in any other city.**
5. **Ottawa is the market place of the prosperous Great Central Dairy Belt of Canada.**
6. **Ottawa—including Hull and immediate suburbs—has a population approaching 200,000.**

Ottawa is particularly well-served by its two great Dailies—the "Citizen" and the "Journal."

Together they completely cover the field, and competition from outside papers is a negligible quantity.

"Tell your story" completely in Ottawa by advertising in the

OTTAWA DAILY NEWSPAPERS

Member A.B.C.

The Morning Citizen — *The Morning Journal*
The Evening Citizen — *The Evening Journal*

When Noah Built the Ark

he proved to the world that he was a contracter of no mean ability, for with what materials he had at his disposal, he succeeded in building a structure which withstood a flood that destroyed the rest of the world.

Furthermore, apart from being a strong believer in the "BUILD YOUR OWN HOME," idea, he was also a good publicity man, for in leaving the story of his "building success" behind him, he did not forget to mention that the two products he used in his "building" were—Gopher Wood and Pitch.

Little did he realize though, when he built the "Ark" that he was starting a building boom that would find Saskatchewan with over ELEVEN MILLION DOLLARS worth of new buildings in 1920, and that Regina's daily newspapers would be fostering his idea on a page entitled "BUILD YOUR OWN HOME."

Saskatchewan Building Values 1920,	**$11,066,426**
Regina Building Values 1920	**2,603,320**

Manufacturers of Brick, Tile, Cement, Locks, Plumbing and Electric Fixtures, etc., have a message to tell the "HOME BUILDERS" of Saskatchewan through the building page of

The Morning Leader and *The Regina Daily Post* Regina, Sask.

(Evening)

Ask Any Recognized Advertising Agency for Rates, etc., or

Toronto Representative:
E. J. Guy
302 Royal Bank Building

Montreal Representative:
E. L. McArthur
224 St. James St.

Ask *Your* Travellers To Ask Their Customers

—*They'll Confirm What We Say*

THREE papers in Halifax so far dominate the City and the Province that it is difficult for any but Nova Scotians to understand how overwhelming their influence is.

Competition in other Cities and Provinces is generally so aggressive that advertisers must use several papers in a City to advertise to its people thoroughly; and certainly use several papers in a Province.

In Nova Scotia, however, the "BIG THREE" papers issued by The Herald Publishing Company cover the City and Province so well that other advertising may be said to be auxiliary.

The Halifax Evening Mail

Sells more copies each night than there are homes in Halifax

The Halifax Morning Herald

Has far and away the largest circulation of any morning paper East of Montreal.

As for *The Sunday Leader*

Well, ask us to send you a copy; and see what kind of a week end newspaper we are getting out. Nothing finer is being "done" in Canada.

Ask your travellers to ask the people they call upon, what they think of the "BIG THREE." They'll back up what we say.

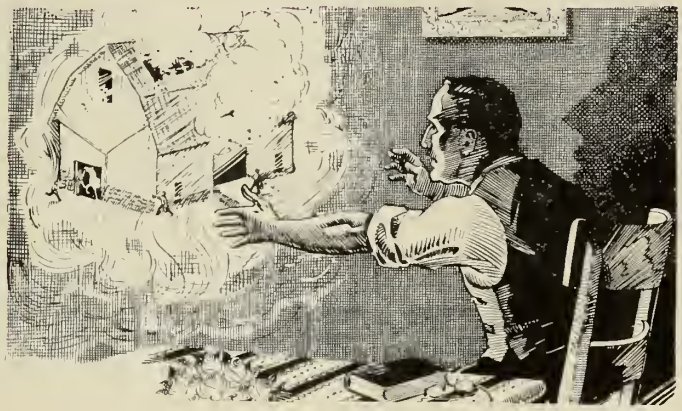
Volume XV.
Number 7

TORONTO APRIL 1st, 1921

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by W.A.Lydiatt



Selling an Idea by the "Fear" Route

THE strongest of our impelling motives is "fear."

"Fear" will cause us to act when the arguments of reason fall on deaf ears. Because fear of loss impels us to protect, "fear" was chosen as the arresting thought of a Campaign to sell farmers the idea that it pays to use Metal Shingles to protect their roofs.

"Fear of fire"—"fear of undue expense for repair"—"fear of wind storms"—these are some of the "copy" themes in a series of Advertisements that are successfully selling the thought that a permanent roof of metal is the only safe roof to buy.

Our experience in this and similar Campaigns, has brought to light some interesting facts about Educational Advertising in general—facts we shall be glad to discuss with you.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO

Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

It is logical to make use of color in the advertising of a product such as Aladdin; the mission of which is to color dainty garments.

Aladdin Posters are alternated with Posters featuring O-Cedar products (manufactured by Channell Limited). Moreover, a small phrase on each Aladdin Poster refers to O-Cedar. Thus Aladdin is made to share in the established prestige of the O-Cedar line.

All women who know O-Cedar are willing to try a Dye Soap sponsored by the maker of their favorite Furniture Polish and their best-liked Mop.

QUESTIONS regarding size of space, frequency of insertion, preferred position, etc., which arise to bother so many users of advertising space, never cause any concern to the POSTER advertiser.

Bigness commands attention. Color intensifies the impression. Brevity adds force and clinches the message at a glance. Standard size and prominent locations give every POSTER preferred position.

And every hour all day, every day in the week, everybody sees them.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

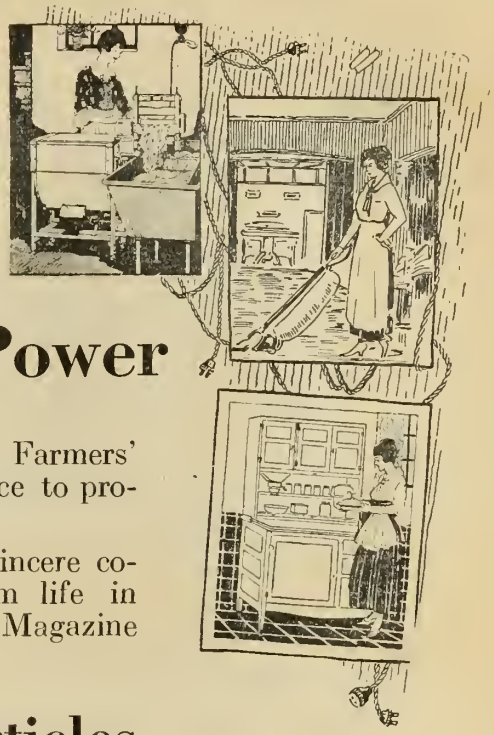
Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

GOULD-BAIRD POSTER CO.		HAMILTON
HARRY DUKER, LIMITED		VANCOUVER, B.C.
A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.

W. W. SCANE, Secretary, CHATHAM, ONT.

Editoral Policy of *Farmers' Magazine* Increases Your Sales Power



THE editorial and contributed articles in Farmers' Magazine render a highly developed service to progressive farmers and to advertisers.

Farmers' Magazine offers an intelligent and sincere co-operation that is raising the standard of farm life in Canada. The weekly publication of Farmers' Magazine makes this service still more effective.

Farmers' Magazine Articles Create the Buying Instinct

Here is an example of the constructive editorial policy. Consider the articles on farm buildings. Farmers' Magazine regularly stresses the importance of better buildings and building equipment. Complete data concerning construction work on the farm are given. Plans, cost of building materials, new ideas in connection with buildings, the installation of labor-saving devices, and modern conveniences in the farm home are covered in detail.

Brussells, Ontario, February 17th, 1921

Dear Sirs:—

Would like if you could publish some farm house plans somewhat similar to one which appeared in your issue of October 15th, 1920.

In my case house would face north, and would like dining room and living room on north side opening into each other by sliding doors; also kitchen and bedroom on first floor with three bedrooms and bath on second floor, with stairway leading up from dining room.

How about the merits of pressed brick, shale brick, cement brick, or clay brick? How about a pipeless furnace? Do you think it would heat a two-story house 28 ft. x 28 ft. as satisfactorily as one with pipes?

Would also like some information about septic tanks, hot and cold water in bath.

(Name on request)

The strength of Farmers' Magazine is built upon service. It increases sales activity. Place the enduring strength of this editorial policy back of your proposition.

Ask for complete details regarding Farmers' Magazine and the rural market

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - Toronto, Ont.

Brantford Graduates

—and takes its place among the larger cities of Canada!

The 8th Manufacturing City of Canada.

Number of Manufacturing Establishments	181
Number of Employees	8,288
Salaries and Wages	$ 8,222,000
Capital, Invested	40,724,000
Cost of Materials	19,168,000
Value of Products	35,033,000

The 4th City of Canada in Manufactured Exports.

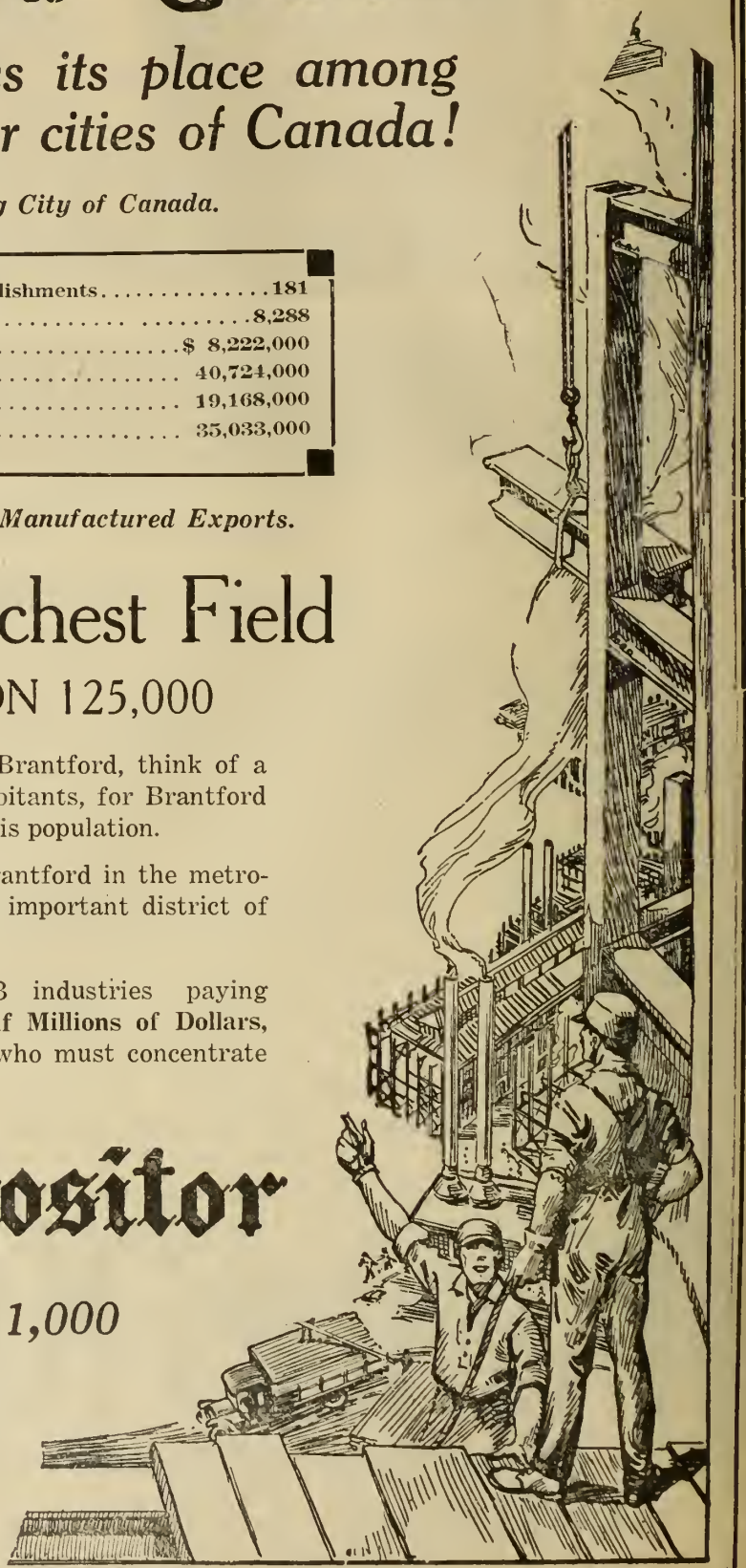
Canada's Richest Field

POPULATION 125,000

WHEN you think of Brantford, think of a city of 125,000 inhabitants, for Brantford is the trading centre for this population.

Advertisers must place Brantford in the metropolitan class to cover the important district of Canada.

Brantford City with 83 industries paying annually **Eight and a Half Millions of Dollars,** appeals to the advertiser who must concentrate in the richest districts.



The Expositor

Circulation 11,000

The Only Daily Newspaper in Brant and Norfolk Counties.

EVERYWOMAN'S STORE-KEEPER* shows the retailer what you, as a manufacturer, are doing to help him sell your lines.

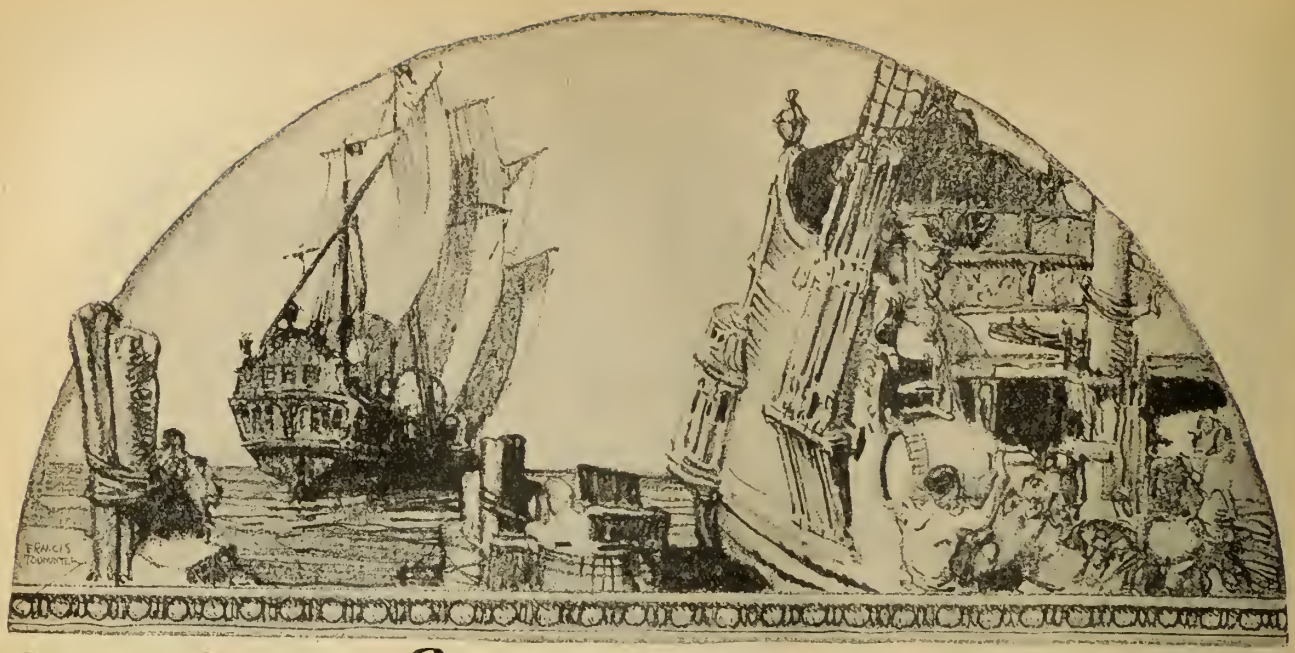
EVERYWOMAN'S WORLD is the only Canadian magazine that gives the manufacturer co-operation in selling his goods to the retailer.

And this service is entirely without charge to advertisers who use EVERYWOMAN'S WORLD.

*Issued since 1917. Printed on fine quality, super-calendared paper and carries four-color process work. It is the pioneer in its field. Every retailer rated at $1000 and over in drygoods, groceries, drugs and hardware receives a copy.

La CANADIENNE
LE MAGAZINE DU CANADA FRANÇAIS

Goes to more than 25,000 French-Canadian homes (A.B.C. statement). It will take your message to the thrifty and prosperous French-speaking Canadians.



Waiting for A Favorable Wind?

IS your business like an argosy of old, lying in the harbor, dependent upon whimsical, favorable winds? Or is it a modern commerce carrier, prepared to sail on to its port no matter what trade-winds are blowing?

The favorable winds which carried all alike have died down and some have found themselves in a calm.

Have you felt the need of a constructive advertising policy the past few months? Or perhaps you have discovered that your advertising lacked the power you thought it had when favorable winds were blowing.

In either case, we would like to help you in your problems. We offer advertising counsel as well as effective service in art, copy and layout.

TRUTH WELL TOLD

THE **H. K. McCANN COMPANY** LIMITED

A Complete Agency Service

14-16 King St. East - - TORONTO, Ontario.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 7 TORONTO, CANADA APRIL 1st, 1921

MOVE TO CLEAN UP AGENCY SITUATION

Advertisers intolerant of existing abuses and determined to find a remedy. Demands of agents for more commission arouse advertisers, who contend that service rendered is not adequate to commissions already paid. A. of C.A. and Agents' Association cross swords.

AT last there are signs that something definite may be done to bring about better regulation and control of advertising practice in Canada.

The established system under which the advertising agent is supposed to render impartial service to the buyer of advertising, yet look for his remuneration to the seller, has developed many features which have created increasing dissatisfaction among both buyers and sellers, and as the middleman the agent seems to be at the root of the trouble.

But it is unfair to hold the agent responsible for all the abuses which are so fruitful a cause of complaint among both advertisers and publishers—and to some extent among agents as well. The demands of some advertisers for more or better service, and in many cases for concessions of one kind or another—and on the other hand, the efforts of many publishers to secure favored consideration from agents by offers of higher commissions or extra commissions or bonuses—both have tended to bring about the conditions for which the agent generally gets the blame.

A. of C.A. Plans Action

Following the annual meeting of the Association of Canadian Advertisers last November at which the advertiser's relations with agents came in for the caustic comment usual to advertisers' meetings in recent years, the Agency Relations Committee has been reviewing the advertiser's "grievances" with a view to definite action being taken by the Association. Probably increased advertising costs, coupled with the agents' demands for still higher commissions, still further inflating advertising rates, has been responsible for arousing the advertisers to action.

At any rate, the same week in which many publishers received a letter from the Canadian Association of Advertising Agencies pointing out the "serious need for an increase of remuneration to advertising agents from certain publications," the advertisers received from their Agency Relations Committee a confidential bulletin referring to the undeniable dissatisfaction among national advertisers "who feel that they are not getting adequate service from their Advertising Agency commensurate with the commission paid."

This bulletin submitted a resolution to a vote of the members of the Association of Canadian Advertisers. It came to MARKETING'S attention at the time, but its confidential nature and the fact that it dealt with a question as yet undecided, precluded giving it publicity.

Agents Butt In

The Advertising Agents Association, into whose hands the same bulletin fell, neither recognized its confidential nature, nor the fact that the A. of C.A. was as yet undecided as to its policy. Instead it was reproduced and sent broadcast to publishers accompanied by a letter explaining "the A.C.A. Idea."

The policy of the A. of C.A. has yet to be determined, MARKETING is advised. The purpose of this bulletin was to get a definite expression of opinion from the members. After referring to the dissatisfaction among advertisers and arguing that, "in order to give the Advertiser unbiased judgment in the selection of media, the Agent must be paid by the Advertiser, and not by the Publisher as is now the case" the advertisers' Committee reports having met the managers and presidents of the three Press Associations with proposals for overcoming existing evils and bringing about standardization. Members' views were invited on the following resolution:

> "RESOLVED that we authorize the Agency Relations Committee to lay before the three Press Associations a suggestion with regard to advertising payments; this suggestion being, that the Association of Canadian Advertisers would be favorable to the said Publishers billing the Advertiser at the present net rates (the deductions to be not less than the commissions and cash discounts or deferred commissions in force at the present time) instead of the gross rates as at present, leaving it to the Advertiser to reimburse the Agency according to what he judges to be the value of the service rendered."

It was emphasized that immediate action was important in view of pressure being brought to bear on Publishers by the Agency Association.

The Canadian Association of Advertising Agents sent a copy of this A. of C.A. Bulletin to publishers, together with the following letter, under date of March 14th:

CANADIAN ASSOCIATION OF ADVERTISING AGENCIES

Office of the
Secretary-Treasurer,
Lumsden Bldg., Toronto,
March 14, 1921.

THE A. C. A. IDEA EXPLAINED

A bulletin issued by the Association of Canadian Advertisers to ite members, a copy of which is attached, will be of interest to newspapers of Canada.

The effort of the A. C. A. to agitate that the commission to advertising Agencies should be paid by the Advertiser and not by the Publisher suddenly appears in a new light.

The A. C. A. does not propose, for a moment, that advertisers should pay the Agencies' commission in addition to the gross rates of the papers.

The A. C. A. does propose that the papers shall allow to the Advertiser direct the commission now being paid to the Advertising Agency.

The A. C. A. consequently proposes that Advertisers should be put in a position enabling them to compel the Agencies to split commissions with the advertisers.

The A. C. A. wants the papers to allow the full commissions to the Advertiser direct, and the advertiser will then determine how much of the commission he will pass on to the Agencies; the advertiser paying the Agency only for the work it does for *him.*

The plan proposed by the A. C. A. would withdraw the Advertising Agency as the publisher's medium for securing and developing advertising, which the publisher naturally considers the main function of an Advertising Agency. This work is to cease altogether while the publisher is to continue to pay the commission which now covers this work, but instead of paying it to the agency as at present, it is to be given to the Advertiser.

The proposal of the A. C. A. has only to be stated to show its absurdity and the disregard of the interests of the publisher who pays for agency service.

Canadian Association of Advertising Agencies.

Not At All Absurd

While it is incorrect to speak of 'The A.C.A. Idea" in this manner, because the advertisers' policy has yet to be determined, it is worth noting that what the Advertising Agents call an "absurd proposal" is the procedure which has been followed by a great many, if not all, of the best and biggest agencies in the United States during the past five to ten years. The bills from the agency to the advertiser are at net rates, (less all commissions and discounts) to which fifteen per cent., or more, is added as remuneration to the agency.

It is reported that the A. of C.A. members were almost unanimous in favoring the resolution submitted by their Committee. But probably any action which gave promise of remedying existing abuses would equally have been favored. The agents now find unmistakeable evidence that the warnings which MARKETING has uttered during the past year might well have been heeded.

Confer With Publishers

The matter is now in the hands of the A. of C.A. directors, with the probability that there will be an early conference arranged with publishers, as was urged in MARKETING last October, from which it may be interesting to quote:

"Why should not advertisers' and publishers' organizations get together on this and other questions directly concerning both parties? There has been talk and complaint aplenty. More talk and continued complaint will not improve conditions until a definite move is made to deal with the situation.

"If a representative committee from the Association of Canadian Advertisers met with a similar committee from the Canadian Daily Newspapers Association it should be possible to clear the decks for action. If the agents want no more than a square deal, it should be possible to get it through such a committee, provided they are disposed to take the lid off, deal frankly, and bring about conditions under which competition between them would be on the basis of their ability to serve the advertiser, rather than on their power or disposition to cut rates, split commissions or browbeat needy publishers.

"The situation seems to call for strong corrective measures. They can best be carried out by co-operation between advertisers and publishers, and with some, if not all, of the agencies."

Some of the agents, seeking to place blame for their embarrassment, fix it on MARKETING. "One of your missions in life is to drive a wedge of dissatisfaction between the advertising agencies and their clients" is the way one agency man expressed it following the A. of C.A. meeting several months ago.

Marketing Criticised

This complaint was supported by another agent when asked for his views on the recent bulletin of the A. of C.A. He complained that MARKETING was "making a mountain out of a mole-hill," and denied that agents were conducting their businesses on any other but an aboveboard and strictly honorable basis. He thought MARKETING was making sensational statements which might possibly be true of a few agencies, but certainly were not true of the majority, the result being that advertisers are inclined to believe that all agencies operate on the same basis.

At one moment he complained that MARKETING was responsible for that attitude of advertisers toward agencies—that is, an attitude of suspicion —but almost immediately afterwards admitted that some years ago, before MARKETING came into existence, the evil of publishers offering preferential commissions to agents was much greater than it is today. He instanced a case in which a publisher made him a very definite offer of additional commission which, of course he repudiated with disgust. Years ago, upon first entering the agency business, he occasionally had doubts as to the efficacy of the system. The dictum that nobody can serve two masters seemed to be against it; but in practice, and after years of experience, he has found that it does work out to their mutual advantage.

Publishers Also At Fault

This expression of opinion brings out one point worth emphasizing. It is that the evil of "unstandardized" commissions is not due to agents' demands for higher commissions so much as to the attempts of many publishers to secure favored consideration from agents by offers of extra commissions. But whatever the cause, wherever the blame, the fact remains that the payment of larger commissions by some publishers—and the secrecy which shrouds agents' relations with publishers—is largely responsible for the advertisers' distrust and for the dissatisfaction so frequently voiced by publishers.

Whether the A. of C.A. will finally favor the abolishment of agency commission by publishers or not has yet to be decided. There are many reasons why such a recommendation seems inadvisable, even when viewed solely from the advertiser's standpoint. As one advertiser who holds this view expressed it, when interviewed by MARKETING: "While admitting that the present system is subjected to many serious abuses, it is doubtful if any system ever will be devised that cannot be abused. In spite of all the charges which can be laid against the present system (and I admit they are many) we must bear in mind that *it does work.*

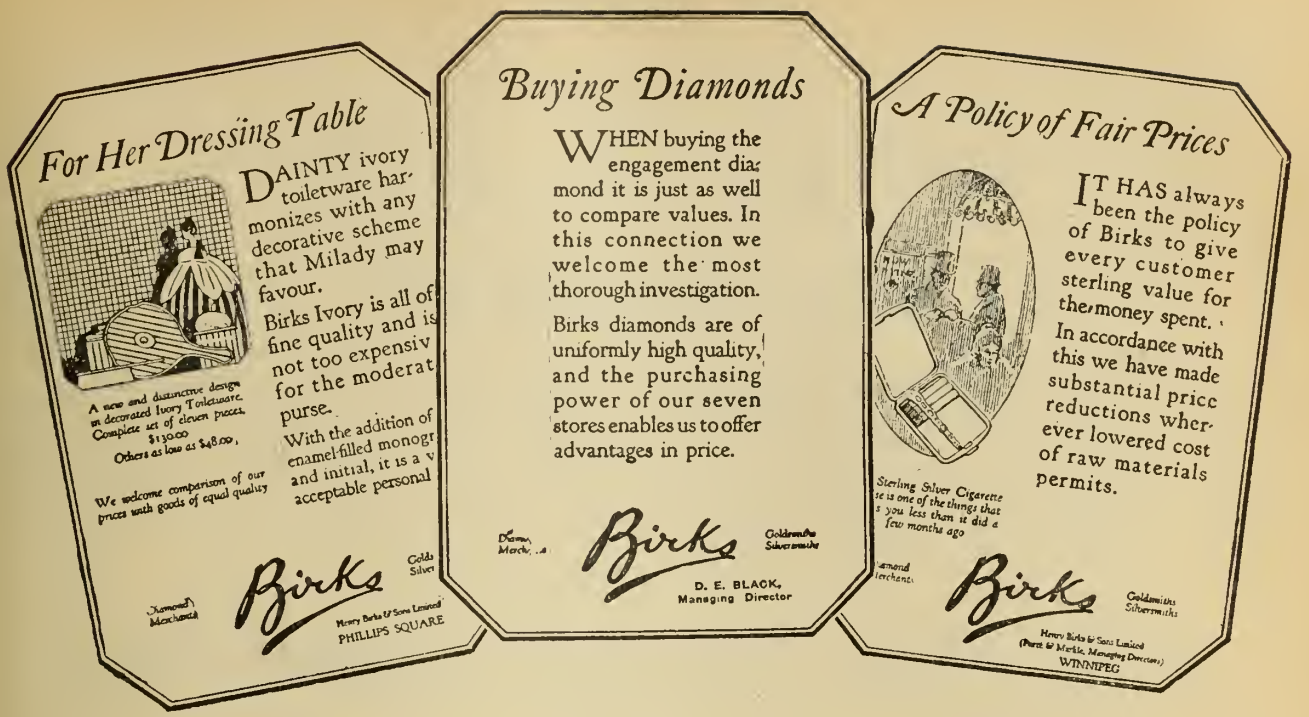
"Before advocating the abolition of existing machinery we should be prepared to offer a substitute which we can demonstrate will not only work, but will be entirely practical and proof against the abuses which make the existing system so objectionable."

Little Chance of Commissions Being Abolished

This advertiser does not think there is a chance in the world of leading Canadian newspapers abolishing agency commissions. Even if they were inclined to accept such a recommendation from the A. of C.A., he does not believe they would, at the same time, discontinue the allowance of commissions to United States agencies—and they could not very well discriminate in favor of foreign agencies. If they did, the purpose of the proposed action would be defeated.

This idea, advocated by so many advertisers, is based on a wrong assumption, i.e. that the publisher allows an advertising agent a commission exclusively to compensate the

(*Continued on page 236*)


For Her Dressing Table
DAINTY ivory toiletware harmonizes with any decorative scheme that Milady may favour.
Birks Ivory is all of fine quality and is not too expensiv for the moderat purse.
With the addition of enamel-filled monogr and initial, it is a v acceptable personal
A new and distinctive design in decorated Ivory Toiletware. Complete set of eleven pieces $130.00
Others as low as $48.00
We welcome comparison of our prices with goods of equal quality
Birks
Henry Birks & Sons Limited
PHILLIPS SQUARE
Buying Diamonds
WHEN buying the engagement diamond it is just as well to compare values. In this connection we welcome the most thorough investigation.
Birks diamonds are of uniformly high quality, and the purchasing power of our seven stores enables us to offer advantages in price.
Birks
D. E. BLACK, Managing Director
A Policy of Fair Prices
IT HAS always been the policy of Birks to give every customer sterling value for the money spent.
In accordance with this we have made substantial price reductions wherever lowered cost of raw materials permits.
Sterling Silver Cigarette ...e is one of the things that ... you less than it did a few months ago
Birks
Henry Birks & Sons Limited
WINNIPEG

Typical Birks' advertisements from Montreal, Winnipeg and Calgary newspapers

NEWSPAPER ADVERTISING STANDARDIZED

Birks have an advertising problem which is both local and national, with stores in principal cities. Montreal Publicity Association members are told about Birk's advertising policy.

By T. G. Wren, Advertising Manager
Henry Birks & Sons Limited, Montreal

BIRKS have such a national, and international reputation as successful jewellers that absorbing interest was displayed in the account of their advertising given by T. G. Wren, advertising manager, at the Montreal Publicity Association lunch March 9.

Mr. Wren sketched briefly the history of Henry Birks and Sons, Limited, for that background often was a great factor in shaping today's advertising policy. In 1879, Henry Birks, Sr., a partner in the jewellery firm of Savage and Lyman, went into business for himself, starting in a small store at 22 St. James Street. His first advertisement, a copy of which still exists, appeared in the Montreal Gazette, 1879. In 1893, Mr. Birks' three sons were taken into partnership, and two years later was established the mail order department and the issue of the first Birks' Year Book, compiled by Gerald W. Birks, the first advertising manager, and in charge of mail sales. Then his department, for the rush business at Christmas, consisted of his own office and two rooms in the basement, to which he descended after clearing up correspondence, and helped tie up parcels. During 1901 to 1906, branch houses were established at Ottawa, Winnipeg and Toronto, and in 1920 at Halifax and Calgary. Their advertising acted as vanguard and scout, said Mr. Wren, in expanding the firm's interests across the Dominion.

Today their advertising could be broadly divided into national and local, the first consisting of the year book, seasonal leaflets, special booklets, monthly account folders, national advertising campaigns, and newspaper service to the various branch houses. Local advertising consists of branch newspaper publicity, special local publicity, and the promotion of the tourist trade.

26th Edition of The Year Book

The preparation of the year book, now in its twenty-sixth edition, commences in February and ends in October, though during the other four months discussions, experiments in photography, in lay-out and art work are carried out, to better the book. The object of the book, primarily designed to secure mail sales, is in fact much broader; it provides valuable direct advertising when distributed by branches locally.

Seasonal booklets are published in spring and fall, the former being directed at the June wedding trade, and being more of a reminder and stimulant of orders from the regular catalogue. They feature wedding gifts, with human-interest copy as to the sentimental value of silverware. The fall booklet illustrates merchandise, but is mainly a sample of good things offered in the year book

Special booklets fall into two classes, to amplify the year book and to stimulate trade in certain lines. The former are used to answer enquiries for further information, as for example on trophies, which cannot be given much space in a year book. The trade stimulant booklets are also seasonal, such as on memorial tablets and ecclesiastical ware, for Easter distribution; while new lines and discontinued lines are also featured in this way, with illustrated letters.

Using Newspapers Extensively

Newspaper advertising is Birks' latest development, and they are now standardising border, lay-out, art technique, copy style, typeface and signature. Advertisments are set by a local printing house, and a zinc etching made, from which mats are made for head office and branches.

The "easy eye width" column is a feature, making copy readable without effort, and when illustrations are not used liberal white space is employed to give life to the ad. The standard space is now 85 agate lines double column, enlarged as occasion requires. Only one border is used, as a "family-resemblance" feature to strengthen the reminder value of the advertising. Only at Christmas is it changed, and then it is entwined with seasonable holly.

Mr. Wren excused himself from discussing art technique, it not being his specialty, but except for masculine goods the dainty feminine touch was aimed at, women being either their chief customers or the persons for whom most of their goods are intended. Atmosphere is used largely in prestige advertising, but for, say, a discontinued line, every effort is directed at getting a perfect and bold reproduction of the article.

Family Resemblance Maintained

The type face used is Kennerly, which makes a more solid and compact page than Caslon, and is distinctive without being startling and unpleasant. Fonts of Kennerly are supplied to each branch house for its local advertising, to maintain the family resemblance; and of course Birks have a standard signature. All their advertising features aim at family resemblance, giving a high reminder value as well as direct sales value.

The city advertising in Montreal is continuous, but not so in the country, where in the Fall, prior to the issue of the year book, the book itself is advertised, so as to extend the mailing list. Local branch advertising, in addition to the mats from head office, covers any special lines desired, and they write their own copy; but the advertising is standardised as to border, layout and signature. Stock artwork is cut from mats to maintain family resemblance. Local special advertising runs the gamut of all the media, but it, too, is being standardised with beneficial results.

Summer tourist copy is run extensively in newspapers, the head office building being featured, so as to familiarise tourists with it when they see it.

* * *

MUST COUNT ON KEEN COMPETITION

Efficient methods now necessary to win sales. Conditions sound, day of long profits past, and quick turnover will yield profits of future. Advertising particularly valuable at this time. From address before the Kiwanis Club, Toronto.

By H. T. Hunter
Vice President, Maclean Publishing Co.

My business brings me into contact with several very important lines of merchandising—hardware, groceries, dry goods, drugs, men's wear, stationery, plumbing and steamfitting—and in addition to these the bank manager who acts as a sort of "business father confessor" to all of them. We try to develop the "from Missouri" attitude and although many manufacturers and wholesalers were convinced that the general public had instituted a "buyers' strike" and that business was at a standstill, we made direct inquiries from the retailers themselves. You may be as surprised as I was to learn the result. Retail merchants outside the big centres report that their sales for December, January and February exceeded their sales for the corresponding three months in the previous year; for the most part February business of this year has been ahead of February of last year.

The below reports are from leading merchants in towns and cities mentioned. In many cases they are from the merchant holding unquestionably first place as far as volume of sales is concerned.

It is important to note and has great significance, that in the smaller centres the retail merchants are keeping up their volume of sales. The following definite statements are convincing:

City or Town	February Turnover	Stock Carried
Collingwood..	2% inc.	same
Paris.....	6% dec.	12% less
Peterborough.	19% inc.	5% less
Napanee.....	3% inc.	25% less
Tillsonburg...	1% inc.	5% less
Ingersoll.....	25% inc.	10% less
Sudbury.....	same	20⅞ higher
Sherbrooke, P.Q.....	3% inc.	same
Mitchell, Ont.	20% less	10% more
North Bay...	1% less	same
Hamilton....	10% inc.	33% less
London, Ont..	inc.	less
Lindsay.....	1% inc.	2% less
Moose Jaw, Sask.....	same	same
Calgary.....	same	larger

Turnover not Profit

I am speaking of turnover, not profit. Many lines are being sold at reduced prices, but the fact that goods are being sold indicates that more goods will have to be made to take their place. Manufacturers and wholesalers have, however, had different experiences from those of retailers. Orders for their goods are being placed very slowly. Travelling salesmen have been greatly discouraged.

Now, why is the retailer not buying when his sales are so good?

Retailers are ordering to-day only for their immediate needs. A year ago they were buying six months or more in advance owing to scarcity of goods and slowness of delivery. On a rising market it was good policy to get orders placed before further advances in price took place. To-day conditions are reversed. It has become again a buyers' market.

Every week reductions in prices are announced, therefore the merchant feels that the longer he can hold off buying the better price he is likely to get.

Fewer Brands

Retailers are reducing their stocks by carrying fewer varieties than formerly; instead of carrying three or four brands they are concentrating on one brand.

Who will say that this is not a wise policy?

Even the manufacturers and jobbers who are hungry for orders must realize that it is a matter of first importance that retail merchants safeguard their financial position. It is their duty not to overload the retailer, but to help him in every possible way to speed up his turnover.

Basic conditions throughout the Dominion are sound. It was not to be expected that we could get through the readjustment without some disturbance. There have, however, been comparatively few failures. We have been very fortunate that there has been no debacle. The readjustment in prices has been gradual. Textiles, boots and shoes, furs, foodstuffs, hides wool and cotton have followed each other in a fairly orderly procession on

Rate Revision Downward

On shipments made after April 1, The Globe's price for newsprint has been reduced to $110 a ton.

Correspondingly, The Globe's General Advertising rate card has been revised as of April 1. Rate Card No. 5 replaces rate card No. 4 on new and renewal business, and all contracts already made on rate card No. 4 will be written down to the rates on card No. 5 on advertising published on and after April 1st. This is in accordance with clause 1. g. of card No. 4, which clause also is a part of card No. 5.

Copies of new rate card may be procured from the publishers.

On the rising newsprint market, The Globe protected its advertisers by firm contracts for twelve months based on current costs. In doing this it invested many thousands of dollars in the good-will of its advertisers. This guarantee will be continued should costs go higher, but in addition, advertisers will continue to receive the benefit of any reductions in rates which decreased publishing costs may permit, from the date such lower rates take effect.

The manner in which rate card No. 4 was received by advertisers and agencies has been a matter of great gratification to The Globe. Appreciation of the ready and general acceptance of that rate card, as being necessary under abnormal conditions, now is expressed in the adoption of lower advertising rates from the date the reduced paper price takes effect.

It will be agreeable to Globe advertisers to know that during the past six months there has been an increase in the circulation of The Globe of about 10%. This follows the establishment of the City News Edition, which already has attained a great popularity in Toronto and vicinity. The value of The Globe as a general advertising medium is enhanced to this extent.

The Globe
TORONTO

William Findlay, *Business Manager*

Predominating Medium in Canada's Greatest Market-Place

Member Audit Bureau of Circulations

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

the downward grade. Had they all declined at once and in drastic manner, financial institutions would have been embarrassed and we would have had many failures.

Foreign Influence

But it would be a shortsighted policy and one that would invite disaster to examine only conditions in Canada. We cannot evade the effect of foreign competition, much as we would like to do so. European and Asiatic countries are in an impoverished condition and overwhelmed with debts. Lloyd George has stated the only way a country can improve its position is by selling goods to other countries. They must produce an exportable surplus and their exports must exceed their imports. In most of these countries there is no talk of an eight-hour day or a minimum wage. It is the old primitive fight for existence.

The indemnity levied on Germany extends over a period of forty years. By many this is interpreted to mean forty years during which everyone engaged in production in Germany must work longer hours and for less pay than is the custom in other countries with which they are competing.

What does this mean? In my opinion it means the keenest competition the world has ever known.

Economists the world over are endeavoring to find a method of permitting Germany and other countries to pay their debts and re-establish a decent and healthy mode of living without exposing the creditor countries to this cut-throat competition. They have not yet succeeded.

Business Preparedness

I believe it behooves every business man to prepare for a prolonged period of keen competition. Now, I do not look on this as a gloomy picture, provided we are prepared for it. Mark Twain said everybody talked about the weather, but nobody ever did anything. I believe there are a few things each of us can do to put our respective businesses in shape to meet conditions that lie ahead of us.

The first thing I would suggest is —map out a definite policy. Every firm and every individual should get down to brass tacks, should map out in writing a definite policy and fix the responsibility for carrying it out.

The day of long profits is past. I doubt if any of us will ever again see the day when a merchant could make more money by holding goods than by selling them. The motto for the future will be not big profits, but quick turnover. This, however, is no hardship to the efficient business man; 5 per cent. net profit with twelve turnovers a year is better than 20 per cent. profit with three turnovers in the year. It is safer. It tends to lower costs and this in itself stimulates business.

The man who does not see this change in business conditions and put his business in shape to meet it is going to fall by the wayside.

The installation of labor-saving machinery is another way of reducing costs. This includes many fixtures or equipment, which, after providing for interest on investment and depreciation, will lower cost of doing business.

The Tax Problem

The Excess Profits Tax and Luxury Tax, heavy income taxes were imposed to satisfy the public clamor. The past few years have demonstrated these taxes have had a boomerang effect. They have increased greatly the price of commodities and have killed off new enterprises and business extensions which would have given employment to many men who to-day find themselves out of work.

When individuals, partnerships and incorporations are so heavily burdened with taxation as to render impossible the creation of a surplus to be devoted to enlarged operations and greater usefulness, there cannot be a maximum of progress. Business cannot stand still—it either goes backward or forward. The first necessity for a forward movement is the capital with which to make the venture. Therefore, if taxation is so arranged as to sap the earnings, allowing but a small margin of accumulation, business progress is naturally affected in proportion. Our present system of taxation needs revision and particularly simplification.

Advertising Doubly Beneficial

It is a peculiar fact that advertising is curtailed during any period of depression. I believe the reason for this is that business men expect either too much or too little from their advertising. Advertising is particularly valuable at this time because it not only performs the usual function of increasing sales and rendering more efficient all other departments of the organization, but every advertisement calls aloud to the public that here is one firm going on record that it actually expects to do business. During the so-called buyers' strike many wholesale, retail and manufacturing firms called together their sales staffs and tried to inject pep into them and then flatly contradicted themselves by cancelling their advertising and thus saying plainly they really had no expectation of doing business.

In my opinion the firms which have done the most and which are still doing the most to get us through this readjustment period are the firms which have calmly "carried on" with regular advertisements in the trade newspapers, the magazines and general newspapers. There may not be as much business done in their line this year as last year, but it is a fairly safe bet they will get their quota.

These are some of the tangible things we need to-day, but they will be of very little use unless we have also optimism, enthusiasm, courage and perseverance.

❦ ❦ ❦

Forming Canadian Federation of Advertising Clubs

The first move toward the organization of a Canadian Association of Advertising Clubs was made a few weeks ago at a meeting in Hamilton, when representatives of the Hamilton, London, Toronto and Montreal Advertising Clubs convened to discuss a Dominion-wide affiliation.

The original suggestion that the Association should take in only the Advertising Clubs in Canada who are affiliated with the Associated Advertising Clubs of the World, was given a broader aspect during the discussion, and it is possible that the new organization will embrace other business men's clubs. The trend of such an Association would not be contrary to the tenets of the A.A.C. of W., but would rather provide a distinctly Canadian headquarters for business and advertising clubs whose aims would be similar enough to warrant international affiliation with the American body.

L. R. Green of Tuckett's Ltd., was appointed chairman of a committee to go into the matter of organization, and this committee reported back to a later meeting at Hamilton on March 29th, which occurred after this issue of Marketing went to press.

❦ ❦ ❦

A New Magazine

A new paper to be known as *The Canadian Stationer and Book Trades Journal* is being started by Findlay I. Weaver, who was for ten years with the Maclean Publishing Company as Editor and Manager of *Bookseller and Stationer*. Mr. Weaver, in addition to having a great deal of newspaper and trade paper experience, was formerly a retail bookseller in business in Kitchener.

COMMUNITY PLATE
Made in Canada
A Desire that Grows
No longer does the woman of today serve berries or preserved fruits with an ordinary tablespoon. She uses instead, a COMMUNITY Berry Spoon; or for sliced meat, the Cold Meat Fork. So these dainty CORRECT SERVICE pieces meet a distinguished approval that grows and grows.
And these pieces are so easy to collect—inexpensively. One simply buys a Berry Spoon at one time—a Tomato Server, Salad Set, Jelly Server, Iced Teaspoons, season by season as the need comes.
Correct Service pieces and sets—$1 to $10, Chests of COMMUNITY PLATE, $47.50 to $400—at the better shops.
Send for attractive booklet "Correct Service with COMMUNITY PLATE"
ONEIDA COMMUNITY, LIMITED
NIAGARA FALLS, ONT.
ADAM BUTTER KNIFE

Proofsheet No. 20

Reduced from large size

A Desire That Has Grown

For months we have been producing in the miniature advertisements of large national advertisers who have been using the London Free Press as their exclusive medium in London to reach the London and Western Ontario market.

Each month brings additional "exclusive users," therefore we have little difficulty in choosing for our illustrations a representative national account from a large range of manufacturers' products.

It is with pleasure we reproduce in this issue one of a series placed by the Oneida Community Limited, exclusively with this newspaper in London.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

THE WHOLESALER'S PLACE IN DISTRIBUTION

Is the jobber or wholesaler an "unnecessary expense" in distribution? Or is he becoming more necessary than ever to the retailer, and thus more valuable to the manufacturer? An analysis of the jobber's contribution to marketing efficiency.

Written for MARKETING by WALDON FAWCETT

NOT a few manufacturers, especially those who rank as general advertisers, are disposed to crowd out the wholesalers and jobbers. Not a few retailers feel that they need the services of these middlemen or intermediaries, as never before. Out of this contradictory state of affairs arises one of the vital issues of modern merchandise distribution. And it is, moreover, this rivalry between contrasting means and methods to the same common end, a contest from the influence of whose outcome no maker or marketer of goods can escape. If the go-between who, by time-honored tradition, bridges the gap between the primary producer and the final dispenser, is to be called upon to fight for his right to exist, no business man can assume the role of an innocent or disinterested bystander.

To carry out an accurate, impartial appraisal of the wholesaler's place in the distributive scheme which will make inventory of the advantages as well as the objections to the popular three-link system of distribution is not the easiest task in the world. For, most of those who are in a position to give first-hand information are prejudiced one way or the other. Yet it is obviously a time for soul-searching scrutiny, not so much because of any current movement with respect to jobbers as by reason of the fact that post-war mercantile conditions and the shocks of price readjustment will render it inperative that every agency of distribution shall justify its economic right to existence.

When a "neutral" seeker for the truth establishes close contact with the debate between jobber service and direct distribution it is easy to understand why we find irreconcilables at each extremity of the proposition. On the one hand we have, for example, not merely the manufacturers who feel that they can advantageously cut costs if they can distribute direct to the retailers but likewise the producers who are uneasy under the suspicion that many wholesalers are apt to push their own private brands to the sacrifice of the national brands. On the other hand we find that the independent retailer, if he s to buck the chain stores, must attain maximum turnover, with a small stock, susceptible of frequent and prompt replacement. For such replenishment he needs must have the wholesaler's resources in reserve stock and the wholesaler's facilities for quick delivery.

Passing mention has been made of the fact that the question whether the jobber is to be or not to be has been complicated by the growth of the practice of private branding. The potentialities of the exclusive agency also enter in to a considerable extent. So likewise does the power of the large "family" of products. The manufacturer or marketing interest that has built a formidable line of related products,—items that are handled in the same retail stores,—is apt to claim special privileges in one way or another, and dictation may even extend to what restive victims have characterized as "full line forcing."

JOBBERS FIRMLY ESTABLISHED

Particularly illuminating, as proving the vitality of this issue and its stimulus to progress is the attitude of the wholesalers in the face of the unrest. There is no question but what the jobbers might, if they chose, "sit tight" and retain a considerable proportion of the trade that they have enjoyed in the past. In a country of magnificent distances, such as Canada, the jobber will, within certain limitations, always be a necessity to retail dealers who are too far removed from first-hand sources of supply to permit dependence thereon, whatever might be the wish of the merchants. Thus the local jobber at least, the wholesaler serving intensively a restricted territory, has had little to fear from movements for direct distribution, come what may.

To their credit be it said, however, that the majority of wholesalers, local jobbers no less than general jobbers, have not remained passive under the charge that the jobbing function is a superfluity. The wholesalers have reacted to the agitation by improving and amplifying their "service," so that, whatever the condition of affairs in the past, the jobber is now of obvious, practical assistance to both manufacturers and retail merchants. Even more eloquent of the change in policy and practice is the fact that the wholesalers have set about selling themselves or their function not merely to the trades served but to the general consuming public that, in the past having no acquaintance with the jobber, could, of course, have no intelligent sympathy for his service.

Individual wholesalers in some instances, associations of jobbers in other cases have undertaken campaigns of education not, confessedly, to defend the jobbing structure but rather to acquaint the public with the importance to everyday, ultimate consumers of the wholesale system that makes possible a steady, even flow of the necessities of life to the most remote outlets. In some instances there has been, incidentally, an appeal to patriotism or local pride, the average local jobbing business being essentially a "home" enterprise, but in the main the revelation of the jobbing ideal has been a matter-of-fact justification of a section of the distributive machinery that has not been popularly understood nor appreciated.

DOES NOT ADD TO COST OF DISTRIBUTION

In order to weigh accurately the contribution of the jobber to the science of merchandise distribution it were perhaps just as well to emphasize thus early that the participation of the wholesaler in the distribution of goods does not, in the average instance, add anything to the cost of goods to the ultimate consumer. No more does direct manufacturer-to-retailer distribution reduce this cost. This is a point on which there is extensive misconception. Indeed, the man on the street or on the farm who rails against the jobber as an unnecessary profit-taker almost invariably justifies his criticism by the contention that, with the jobber out of the way, the ultimate consumer would pocket his profit or, at least, would divide it with the manufacturer.

Theory is, however, wholly at variance with facts. Just as some people received a shock, a few years ago, when it was found that it costs

In CALGARY
The HERALD
Gets first attention

The HERALD PUBLISHING COMPANY, LIMITED

CALGARY, CANADA

Member A.B.C.

Foreign Representatives:

EDGAR J. GUY,
302 Royal Bank Building, Toronto, Ont.

HENRY DE CLERQUE
1821 Mallers Bldg., Chicago, Ill.

L. KLEBAHN
1 West 34th St., New York, N.Y.

the large mail-order house as high a percentage of sales to do business as in the case of the most-expensively conducted retail store, so the folks who have been throwing stones at the jobbers have been chagrined to find that manufacturers who have taken over from jobbers the responsibility of distribution have not passed to the retail merchants or the latter's patrons any part of the jobber's margin. By way of defence the direct-selling manufacturers have confessed that going over the head of the jobber affords no gain in economy of operation. Indeed, in some instances, it has been asserted that the expense of distribution has increased and the direct distributor actually quotes to retail merchants slightly less favorable prices than prevailed when the jobber was allowed to play his part.

Direct Dealing No Saving

Many a retailer who was, in the beginning, keen for factory-to-store-direct distribution has cooled perceptibly in his enthusiasm when he has discovered that no part of the jobbing margin has been turned over to him. He perceives himself denied some measure of the "accommodation" and "service" that the jobber was wont to give without any counterbalancing gain in dollars in pocket. Far-sighted retailers cannot wholly exclude, either, an insidious apprehension that manufacturers, if successful in displacing jobbers, may acquire an ambition to similarly supplant the retailers. Indeed, the penchant of manufacturers in certain lines, say the shoe line, for chains of factory-supplied retail stores and the entry of other manufacturers upon direct-to-consumer merchandising by mail is driving straight-thinking merchants to the conviction that, to a considerable extent, the interests of wholesalers and retailers are interlocking or interdependent.

The very characteristic of distribution via jobber that has inspired some manufacturers or producers to revolt is bound to appear a virtue in the eyes of the retailer who, feeling keenly his responsibility to his customers, is anxious to preserve the utmost freedom of action in his selection of goods. Reference is made of course, to the function of the jobbing house as a sort of "sample fair" or impartially-administered clearing house that grants hearing to all or to the leading competitive wares, but leaves the responsibility of selection to buyers.

Get at the heart of the motive of the average producing interest that is turning to distribution direct to retailers, and you will find dissatisfaction with the jobber because the latter has not pushed the producer's brands as strongly as the producer believes that they deserve. But, it goes without saying that your average jobber cannot, in every instance, share the faith of each manufacturer that his product is infinitely superior to all others of its class. Indeed, unless one brand is manifestly and superlatively the leader in its class, the jobber who is conscientious and true to his trust may feel that he owes it to his supporting retailers to place before them, with no manifestation of favoritism, all the candidates for patronage. However it is patent that these two ideals are as far apart as two poles and the jobber who conceives his responsibility to be that of an impartial order-taker, or, at best, a conservative adviser to buyers will not wholly satisfy the manufacturer who desires that his specialty shall be glorified to the disparagement of all rivals.

The retailers, who have given thought to the essentiality of the jobbers as a commercial buffer, owe some measure of their new respect for the wholesaler to a deepening appreciation that it is not solely the heavily-advertised brands of the big producers that are to be thought of in terms of merchandise dissemination. In order to offer a complete stock, the average store proprietor must buy many an isolated item and the products of many a small manufacturer. The producers of these less conspicuous wares will never be in a position, assuredly, to sell direct to the retailers. For this not inconsiderable part of the business comunity it is a case of the jobber or of chaos. Facing such a contingency no retailer can view with complacency an indulgence in direct dealing that might, if pursued, threaten the very existence of the independent jobbers,—that is jobbers not subsidized by this interest or that to push its pet products.

In reality, though, it is not necessary for the wholesaler to fall back upon so negative a defence as a picture of what would happen to retailers if they did not have the cooperation of jobbers. The wholesaler can amply justify his place in the distributive sun solely on the score of the constructive service rendered. High on the ladder of jobber service is the rung of credit accommodation. It is unquestionably true that the manufacturer carrying on continent-wide distribution direct to retailers cannot extend credit as liberally as can the local or regional wholesaler. Or, in any event the manufacturer's credit system cannot have, with respect to retailers the elasticity of credit that may characterize a carefully-managed jobbing business. Dealing with a vast number of retailers, widely scattered, the manufacturer must, of necessity, have hard and fast rules with respect to credit extension. The wholesaler, on the other hand, being somewhat more imtimately in touch with his customers and with a more complete knowledge of local conditions in a subnormal or abnormal community, is in a position to make credit accessions now and then in quarters where hard and fast rules would take no cognizance of special circumstances.

Travellers a Strong Asset

The travelling representation of the well-organized wholesale house is one of its strongest assets. To begin with, not the most liberal national sales agency, distributing direct a single line, can hope to cover territory as minutely or at such frequent intervals as can the wholesaler whose travelling salesmen comb intensively a restricted territory and carry so varied a line as to warrant frequent swings around the circle. Moreover the manufacturer's road man, resourceful as he may be in planning window displays and helping to move his particular product, cannot hope to match service with the experienced traveller for a jobbing concern who, out of his knowledge of local consumer demand, can counsel the mystified retailer how to give balance to his stock, how to cope with fresh competition as it appears, etc. The very frequency of the visits of the jobber's spokesman enables him to help out retailers in many a sudden marketing emergency that has come and gone between the visits of the factory emissary.

Other Advantages

Closer contact, shorter distances, and the other equations which enable the wholesaler to keep a finger constantly on the pulse of each retail outlet are manifest not only in the efficiency of travelling representation but likewise in deliveries. As has been said, the retailer who has aroused to the significance of turnover is keen for the plan of ordering in small lots, especially if cumulative quantity discounts be obtainable. The development of the parcel post has allowed the direct-selling manufacturer to cater to this small lot sentiment on the part of retailers but, even at that, there is an advantage with the jobber from whom may be obtained not a lone small lot but an amalgamation of small lots that permits economies in packing, freight charges, etc. The shorter haul of the average jobbing shipment over the usual factory consignment is also a

The New Position of the Retailer in the Making of Sales!

This ad is based on facts supplied by a large Wholesale House. These were presented as a new line of thought and may be of material worth to those manufacturers who are quick to realize that the cultivation of the retailer is a prime necessity in progressive merchandising.

The retailer is your final salesman? What are you doing to get closer co-operation from him?

Are you simply leaving your wares with jobbers and wholesalers, expecting demand to come automatically from the retailer? Or, are you supporting these important factors of distribution with real sales assistance?

A certain long-established Wholesale Firm answed this important question in most emphatic terms recently. They told us, in effect:

"There has been an unquestioned business depression. Ordinarily we keep . . . . . travellers constantly working out of large centres. We have . . . . . working now, and would pull them off if we could. Merchants to-day are only placing orders for nationally-advertised goods. We cannot sell anything but advertised brands, and we are getting business for these manufacturers. We are recommending consumer advertising to those of our principals who are not now employing it, in the firm belief that it will prove of great mutual assistance."

It has seldom been our privilege to listen to a greater tribute to the power of advertising.

And pray, who is behind the retailer? What unseen power forces him to specify goods by name? There is only one answer:—That potent force is "Consumer Advertising" which creates "Consumer Demand" and "Acceptance."

In Western Canada you can entrench yourself and hold the market at very little expense through

The Grain Growers' Guide

And Its Exclusive Auxiliaries

The per capita wealth of Western Canada is remarkably high. Moreover, its ever-expanding market is peculiarly rich in scope of development. At present this market consists of approximately 1,700,000 people. 65% of this population, or 1,093,000, reside on farms.

The Guide's circulation of 82,000 paid readers weekly gives you distribution into approximately one in every two and a half farm homes in this field.

Eighty-two thousand readers is the largest circulation in this field. The rate per thousand homes reached is the lowest among papers of its class.

These same readers of The Guide constitute the largest buying group that can be reached through one medium. They are largely responsible for making the retailers of Manitoba, Saskatchewan and Alberta order goods by name.

Why not entrench yourself and safeguard your future business by inquiring for particulars regarding our free auxiliary services. These are particularly designed to promote ideal relationships between you and the retailer.

The Guide

offers you

A Free Retailer Service

in the nature of the

Dealer Service Bulletin

A monthly publication of practical help to Western Canada Retailers.

Women's Numbers

The Guide is the only purely farm journal to give a super-service to the farm women of Western Canada. While each week's issue contains reading matter of interest to women, the second issue of each month is devoted almost entirely to them. These issues are known as "Household Magazine Numbers." If your product relates to the home, your schedule may well include these regular monthly issues.

Address nearest office

Head Office: WINNIPEG, MAN.

Toronto, Ont., 53 Yonge St. | Montreal, Que., Gardenvale P.O. | Moncton, New Brunswick

New York, N.Y., 1478 Broadway

Members A.B.C.

persuasive influence when time for delivery is limited or when winter conditions inject an element of uncertainty.

In these days of progressive thought it is, of course, accounted the saddest of errors to wilfully overstock the retailer. But, with the best of intent, there will occur, now and then, cases of mercantile indigestion. And the jobber, it is urged, is in a somewhat better position to deal with such ailments than is the direct-selling manufacturer. If goods are to be taken back by a manufacturer, repossession presumably calls for a rebate in cash and naturally the seller does not take that course unless the need seems truly urgent. Under similar circumstances, the jobber may be able to exchange, for the stagnant goods, others that can be counted upon to move quickly. In short, the range of the well-appointed jobbing stock renders it possible to maintain the proper apportionment of goods on retailers' shelves without hardship to any interest.

Real Service to Retailers

Conscientious jobbers feel in many instances a sense of responsibility toward their retail customers that bolsters one's faith in modern humanity. This has been well illustrated of late in the talking machine and phonograph field. For several years past the factories have been hopelessly behind with orders for various popular sound records. That supplies of specially-wanted records were not obtainable from the manufacturers was not seized as an alibi, however, by distributors who have high ideals of "service." In an effort to supply regular customers the jobbers have sent their representatives into the highways and byways of the trade in an effort to find overlooked copies of the scarce numbers. The writer has in mind one talking machine jobber who, at great expense, has kept a "scout" on the road almost constantly this past two years, visiting small towns and out-of-the-way dealers in order to purchase for cash surplus copies from their stocks of the records so sorely needed by other retailers. The scarce records thus requisitioned have been turned over by the jobbers to their trade at the regular list prices, the jobber obtaining his reward in the satisfaction of service and in faith in the deepened loyalty of retailers, thus taken care of.

Influences other than the threat of distribution direct by manufacturers have spurred wholesalers to the highest development of that "service," which is what discerning jobbers sell, these days, rather than mere commodities. One of the fostering forces that is responsible for twentieth century jobber service is the continual trend to decentralization in wholesale distribution. As population increases and the number of trade centers multiplies it is inevitable that the territory of the average jobbing center should shrink. The wholesale house that, yesteryear, sold goods from the Atlantic to the Pacific may find that with the rise of new hubs of commerce its logical market is circumscribed to a group of contiguous provinces or, maybe, to a single province. The remedy for such contraction is, it has been proven, intensive effort in the form of service that will enable retailer-customers to sell more goods and to, in proportion, buy more heavily of the wholesalers. Many jobbers have applied this remedy with complete success and are today selling a larger volume in compact territory than they formerly placed in a far-flung area. Not only have individual jobbers mustered every feasible form of first aid for retailers but it is not uncommon for groups of wholesalers to join hands to jointly give service to retailers such as no single interest could afford.

As the pressure of circumstances operates to narrow the sales field of the average wholesaler and to prescribe intensive cultivation as the price of top-notch turnover, there will, perhaps, be automatic removal or reduction of one of the sources of irritation between manufacturers and jobbers, viz, the private brand. It was the thought of his facilities for country-wide distribution that has, as much as anything, lured many a wholesaler into private branding. With trade "snuggled up" or localized there will be less temptation to "own label" merchandising, and private branding, where it does occur, will, by reason of its narrow sphere of operations, be less disquieting to manufacturers of national or standard brands. Moreover, with the large mail-order houses confirmed private branders and with cooperative buying syndicates of retailers flirting with the private brand idea it is not for manufacturers to be too antagonistic to jobbers' brands if the jobbers are faithful to the obligation to be impartial in distribution.

* * *

Unusual Campaign to Sell Scottish Tweeds

WHAT is probably a unique publicity organization is the Scottish Woollen Trade Mark Association, Limited, of Edinburgh, Scotland, whose secretary, F. H. Bissett, arrived in Halifax, N.S., at the end of February, and has been for the past fortnight in Ottawa and Montreal.

Interviewed on behalf of MARKETING Mr. Bissett explained that his association came into being because Scottish tweed manufacturers in the Lowlands of Scotland found their business was affected by the passing off of cloths by mistake or fraud as Scotch tweed, and a consequent damage to their reputation. Consequently about forty manufacturers, representing seventy-five per cent. of the output for Scotland formed the association for the sole purpose of administering and developing the collective trade mark which they obtained, as a guarantee of the cloth having been manufactured in Scotland, and that it was made of 100 per cent. pure virgin wool; that is, wool never before made into cloth.

The association, explained Mr. Bissett, has, in addition to protecting the quality of the goods, the aim of developing publicity of Scotch tweed in general, and not merely for its own members. Any manufacturer whose manufacturing conditions comply with the charter of the association must by law be admitted to membership; it is not a privilege, but a right.

Mr. Bissett's program is a wide spread tour throughout the United States and Canada, touching at Boston, for which he left last week, thence to New York, Philadelphia, Baltimore, Washington, Chicago, Denver, Salt Lake City, San Francisco, Portland, Ore., Seattle, Vancouver, Regina, Winnipeg, Toronto, Hamilton, Rochester, Buffalo, Albany, New York. He will return to the Old Country on the Acquitania, May 3.

His object is missionary in its nature, his plans being to interview distributors and tailors, and consider advertising mediums and methods. When he obtains sufficient data, he will draw up a publicity program for the association, whose slogan is that "all genuine Scotch tweeds are guaranteed if they bear this trade mark," the 'mark' being a conventional drawing with a resemblance to a thistle.

The association is not a trust in any shape or form, and does not control the trade or fix prices, wherein lies its claim to be unique. Its object is merely to develop and advertise the trade mark guaranteeing origin and purity of material.

Mr. Bissett remarked that much of the material for lectures on national advertising had to be obtained on this side, national campaigns not having been developed to the same extent over there. In Scotland during the war Mr. Bissett had the honor of being second to Sir Auckland Geddes, then Minister of National Service, which controlled recruiting in Great Britain and Ireland. Mr. Bissett's position was secretary and deputy-director in Scotland.

Nova Scotia's Greatest Newspapers

The Halifax "Morning Chronicle"

The Halifax "Evening Echo"

THE HALIFAX "MORNING CHRONICLE"

THE HALIFAX "MORNING CHRONICLE"
net paid daily circulation
twelve months ending
September 30, 1920
A.B.C. audit
11,932

THE HALIFAX "EVENING ECHO"
net paid daily circulation
twelve months ending
September 30, 1920
A.B C. audit
10,092

1. First in its City.
2. First in its Province.
3. Has the Largest Home Carrier Circulation.
4. Rests its claim to the consideration of all Advertisers, not merely on the size of its circulation, but upon the fact that this circulation represents a buying power absolutely indispensable to advertisers desiring to cover the City of Halifax and the Province of Nova Scotia.
5. A Quality Newspaper.—

   "Regardless of the quality of copy and illustrations, an advertising campaign can only be effective in proportion to the strength and adaptability of each medium used.

6. THE HALIFAX "MORNING CHRONICLE" AND THE "EVENING ECHO" HAVE BOTH STRENGTH AND ADAPTABILITY. Two of the reasons why advertisers use them.

The Chronicle Publishing Company

LIMITED

HALIFAX - NOVA SCOTIA

SCIENTIFIC SPACE BUYING

Audit Bureau of Circulations recognizes importance of selling advertisers on necessity for thorough analysis of circulation. Primer on space-buying prepared, and campaign being conducted to combat indifference to important circulation details.

Written for MARKETING by CECIL RIOPEL
of the Desbarats Advertising Agency, Montreal

WITH the object of making the A. B. C. more valuable to its subscribers, there was recently started in Chicago, in the office of the Audit Bureau of Circulations, Century Building, one of the most unique and original campaigns ever undertaken in the history of advertising. Unlike most other campaigns, there was no commodity to sell in the ordinary commercial sense, the sole purpose being to show members of the Audit Bureau how to make better use of its services—with which they were already well satisfied!

To carry out this idea, Mr. Stanley Clague, the Managing Director of the A. B. C., assembled in Chicago well-known copy men from leading North American advertising agencies. I had the honour of representing Canada in this assembly.

Those who were present in Mr. Clague's office that morning were Major H. L. Harris and Mr. H. Rea Fitch, of Frank Seaman, Inc., and H. E. Lesan Advertising Agency, respectively, of New York. Chicago was represented by Messrs. H. Levin, of the Mitchell-Faust Advertising Company; D. Horwich of the McJunkin Advertising Company, and A. T. Lewis of the Johnson, Read Company. Mr. Manfred Darmstadter, of the Martin V. Kelley Company, of Toledo, and the writer, Cecil Riopel, of the Desbarats Advertising Agency, Montreal, completed the staff of workers on this undertaking.

DELVE INTO EVERY ANGLE

Before we went to Chicago we had some idea of the service of the A. B. C., but had no conception of how carefully and painstakingly they delved into every imaginable angle of a publication's circulation.

You know that the great majority of space buyers say: "The Bigtown Blade has 10,000 A. B. C. net paid circulation" and let it go at that. But—

They do not study how this ten thousand was secured:

Or the full significance of its distribution;

The reader interest as shown by various factors;

The class to whom it appeals;

The price the buyer is willing to pay for it:

The inducements offered to agents to secure the subscription price;

Whether in the contests employed the main inducement was the prize or the publication's value;

Or the many other features shown in an Audit Bureau report.

Mr. Clague, in a very interesting and entertaining manner, related a number of incidents showing how A. B. C. audits revealed intimate facts regarding circulation, of which the average advertiser and advertising agent have no possible conception. Mr. Clague went on to show how very necessary an A. B. C. report is in judging the character of circulation, and argued that the important factors in an A. B. C. report are not all to be found on the first page, but on the second, third and fourth pages of a report—illustrating his points with interesting anecdotes which would involve the use of too much space to relate here.

ELIMINATE HIT-AND-MISS METHODS

Mr. Clague went on to show that the aim and object of the A. B. C. is to place space-buying on a scientific basis and thus eliminate haphazard, hit-and-miss methods. He said that when an advertiser pays for circulation to reach a certain number of readers he is entitled to know that the papers actually perform that function.

After demonstrating the value of a complete study of every page of an A. B. C. report, Mr. Clague brought in his Chief Auditor, Mr. Chandler, who, with Mr. Petterson, the Assistant Chief Auditor, illustrated by charts each step taken in conducting a newspaper audit. It was shown how carefully this work was done. The thousand and one details necessary for a thorough audit were outlined and many of them closely described.

Mr. Clague then outlined his plan for an advertising campaign to attain wider appreciation of the full value of A. B. C. reports on the part of all users of publication space. By carefully studying A. B. C. reports, the campaign aims to show the space buyer, how he may put real science into work that is too often considered merely perfunctory.

After considerable discussion a plan was decided upon which involved a primer, explaining how to study an A. B. C. report to obtain from it its greatest value. When I left Chicago, this primer was almost completed, and I can assure every reader of MARKETING that no expense has been spared to make it a valuable as well as attractive hand-book. It will be printed on fine paper and bound with flexible leather covers. Every advertising man who sees this book will want a copy. A series of dramatically illustrated advertisements as prepared to arouse the profession to the need of more scientific space selection. Direct mail literature will also be used.

The entire object of the campaign is to educate present members to a realization of a broader and deeper meaning of an A. B. C. report than the bald figures would indicate; to impress the importance of all the figures in the report rather than mere reliance on net paid or any other single factor; to show that the full value of A. B. C. figures is far greater even than already generally accepted.

This object is to be accomplished by advertising in the professional press; by letters to reach directly, as nearly as possible, space-buyers, agency men in general, advertising managers, executive heads to whom an advertising manager is responsible, and publishers.

WERE ROYALLY TREATED

I cannot close this article without expressing to those officers of the Bureau who so carefully looked after our personal welfare, our appreciation for the right royal way in which we were treated while in Chicago. During the three weeks spent in Chicago we were guests at the LaSalle Hotel, and during that time everything possible was done to make our stay pleasant and comfortable.

I would also like to place on record the fact that I have never met a group of men who proved more congenial or worked in closer harmony than the seven who were congregated together to work out this advertising campaign. Do not think for a moment that we were always of one opinion on how this campaign should be conducted, but we were able to differ and express our individual opinions and fight them out in the best of good feeling.

1866

1921

"The Paper With a Punch"

THE popularity of this publication with the large national advertisers is shown by the accompanying figures compiled by *"Marketing."*

Total volume of advertising in The Farmer's Advocate and Home Magazine for 1920 was

798,731 lines

or an excess over that of any other strictly independent agricultural paper in Canada of

68,375 lines.

Total volume of pure-bred livestock advertising in The Farmer's Advocate and Home Magazine for 1920 was

145,846 lines

or an excess over that of any other paper in Canada of

51,958 lines.

A word to the wise is sufficient

For specimen copies, advertising rates, etc., write

THE WILLIAM WELD COMPANY, LIMITED
Member A.B.C. Since Start
London, Canada
Publishers

The Farmer's Advocate and Home Magazine
The Farm Family Paper for Fifty-Five Years

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

BERTRAM R. BROOKER, Business Manager

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 7 APRIL 1st, 1921

The Wholesaler of Advertising

The agitation for the abolition of agency commissions, which is noticed at length elsewhere in this issue, seems to have sprung from a false conception of the agent's function. The agencies, in spite of repeated warnings from MARKETING and other sources, have fostered such a misconception by persisting in methods, or failing to publicly condemn abuses, which have aroused the antipathy of advertisers. It is, at last, abundantly apparent that there does exist a body of opinion antagonistic to present agency relations, and there is now hope that the agents will purge their system of the defects which have given rise to so much dissatisfaction.

These defects have become so serious as to obscure, in the minds of some advertisers, the obviously practical and economical nature of the advertising agency system.

The advertising agent occupies a position and performs functions in the field of advertising that are almost identical with those of the wholesaler in many other lines of business. He is the distributer or handler of advertising. Space is a commodity sold by publishers through their wholesalers—the advertising agents—who handle for them a number of purchases of space from various buyers. They furnish samples, receive orders, look after the checking and billing and collections, and generally do a "clearing-house" business for the publishers.

On the other hand, they enable the buyer to deal with many sources of supply through one channel and on one bill. The wholesaler renders a service to both buyers and sellers, and gets his remuneration from the seller. It is part of the selling expense in most lines of business, as it is in the advertising business.

The mistaken notion that the advertising agent is the servant of the advertiser rather than of the publisher arises from two main causes. In the first place it is difficult for the manufacturer to see himself as a consumer. He is so used to the role of the seller that he does not readily get the reverse point of view. The difficulty is increased by the fact that advertising space is not anything like as tangible as a package of tea. It is not delivered to the advertiser in so many bales or barrels. Indeed, it is not delivered to him at all. And it is here that the second cause of error arises.

The advertiser purchases a certain amount of space. Space is space: it has to be filled. And it is because the advertising agent is chiefly concerned with filling it, because he lays out plans, gives advice, and actually does most of the work of preparing whatever is to go into the space, that he has come to be regarded as the servant of the advertiser. He appears to be producing something for the advertiser. As a matter of fact, of course. the thing produced is the concern of the publisher. The purchase price of the space includes the cost of preparing whatever is to fill it; and the publisher is ready to offer copy service through his agents to those who desire it.

The suggestion that publishers should discontinue paying commissions for these various services, and allow the advertiser to dicker with the agents as to the value of their work in each individual case, is a proposition which, if reversed and applied to the business of the manufacturers who advocate it, would meet with immediate opposition.

Imagine a prospect for life insurance who, having taken up hours of an agent's time in consultation, during which time he had received a great deal of advice and the benefit of much experience, should then go to the company and suggest that his insurance should be sold to him at net rates, allowing him the privilege of recompensing the agent according to his own ideas of what the selling service was worth.

Isn't that the proposition now put forward by the A.C.A.?

Imagine a consumer of groceries driving up one fine morning to the front door of a jam factory, and suggesting that he would like to buy three months' supply of jam. The manufacturer would reply that his jam was sold through the regular channels—wholesalers and retailers—and that his selling price was fixed on that basis. "But," the consumer might suggest, "I am prepared to pay cash for the goods and cart them away in my car. You will be saved the whole distribution expense—no freight, no cartage, no commissions to middlemen. Can't you give me a cut price on that basis?"

Isn't that the proposition of the advertisers who would like to do business direct with publishers?

Manufacturers, who are used to paying commissions to their own agents, should not be less reasonable than the average consumer when they have to play that role. They must realize that the buyer inevitably pays the selling and service expense. They should be able to see that if advertising agents were divorced from their relation with publishers tomorrow morning, and made sole servants of the advertiser, the publishers would be under the necessity of immediately building up a chain of bureaus for handling orders and furnishing copy service in every city where national advertising is solicited. Such a system might conceivably be costlier than the present system. Whatever the cost, certainly the advertiser is going to pay it.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives.

Another Silent Salesman

A manufacturer of toilet accessories has discovered a scheme whereby the customer in the retailer's store can be led to increase the number of her purchases practically of her own accord. When a customer asks to be shown a nail file the most ambitious clerk stands little chance of increasing his sales even though he were to suggest two or three other articles used in manicuring the nails unless the customer actually happened to need them. The manufacturer has it figured out that if the various accessories of the dressing table can be presented in a sufficiently attractive and tempting manner the customer may buy even though she may not need the extra purchase just at that time. Accordingly he sends out to his dealers attractive trays carrying various assortments of his lines.

When a customer asks to be shown nail files the clerk presents a tray carrying nail files, nail polish, nail scissors, orange sticks and buffers. The various colored containers of the nail polish together with the other accessories make a pretty picture that is bound to win the favor of the customer and has been found to increase sales very considerably. In the same way combinations of articles for use in taking care of the complexion, facial creams, lip sticks, talcum powders and so on, are presented on trays.

"We believe that when a clerk suggested another purchase, in many cases the sale is lost through the spirit of contrariness which runs in everybody and is aroused easily by the carelessly worded suggestion from a clerk, compelling the customer to say 'Nothing more to-day, thanks'."

"With these trays we avoid that by letting the customer interest herself in the other articles displayed. Having aroused her interest, it is then up to the clerk to close the sale."

* * *

Making Good

I would say, when you get a job, pitch in and pay no attention to the clock or the man ahead of you. Take more interest in the business than the Old Man himself. Think shop; talk shop. Then when you think you ought to have a raise, go to the Old Man and say you want to quit. He will not let you. He will either raise your salary or take you in as a partner."—THOMAS A. EDISON.

* * *

Fugitives from Information

The president of a large public service corporation which had done very little advertising was invited to attend a banquet to be given by the local advertising club at which a famous advertising man was to give an address on good-will advertising. The public service man refused to attend and was dubbed by agency men who had attempted to sell him on good will advertising, 'a fugitive from information'."

There are plenty of fugitives from information in this world. They are the people who prevent the reluctant advertiser from discharging his agency and sitting back with a sigh of "Every body knows my goods now." A man in England amazed the world by announcing almost two years after the outbreak of war, that he didn't know there was a war on. Some advertising men with their everlasting interest in what other advertising people are doing overlook the fact that few people are sufficiently interested in a new name appearing on the posters or in magazines and newspapers, to remember what it stands for. The advertising man can chatter by the hour about products advertised extensively because he watches for new names to appear in the advertising pages. But the average person isn't sufficiently interested—you have to let it soak in. The soaking-in process takes time and money.

Then again many people have a duck-back memory meaning that so long as some one is telling them what to say they say it; but the moment they are left to themselves they forget. This is one reason why the Spearmint gum and other products are advertised so extensively. Keep telling the average person to chew Spearmint and Spearmint will have big sales. Cancel space in newspapers, magazines and outdoor advertising media and see what happens. Mr. Average Man will forget about Spearmint and chew something else that other advertisements are forever bringing to his mind.

* * *

Making the Salesman Produce on Saturday

The problem of making Saturday a productive day in the salesman's week bothers more than one sales-manager. Saturday is the dog day of the week in many offices. It ends at one o'clock at latest in the majority of houses and is used by a large number of executives as a day when the tag ends of the week's work may be cleaned up—when it isn't devoted to golf.

The salesman on the road has a strong inclination to loaf around the hotel lobby on Saturday. The retail trade is usually too busy to talk to him, and the bigger men are either out of their offices or, if in, it is often difficult to secure their attention. Accordingly many salesman say "Nothing doing to-day" and proceed to have breakfast sent up.

An Ontario house has done considerable experimenting with schemes to make Saturday of value to their sales force. The best idea put forth was that of holding a sales conference every Saturday morning at which all salesmen who could possibly attend, were present. As their men are usually in over the week-end, and had been in the habit of loafing around the office Saturday morning, this plan now brings the majority of them together once a week for an informal talk about selling conditions and where ideas are exchanged and where the family spirit of loyal co-operation for the "house" has a chance to make itself felt. The sales-manager usually gives a short talk on some phase of the work, frequently the advertising manager outlines the plans of the department for putting on a campaign of a new line, and occasionally one of the higher executives drops in to give a brief address. Usually the president looks in to say "good morning" to his men.

"The biggest thing we have got out of this once-a-week pow-wow," says the Sales manager of this organization, "is a very noticeable increase in what we call 'the family spirit'. Our men seem to have a greater desire to pull together in their work, and take more pride in being a member of our staff than they did before we started the Saturday morning conferences. We figure that these two things alone more than make the conferences worth while without considering the valuable information passed around regarding selling conditions in the different territories."

* * *

A Dealer Help That Helped the Dealer

A concern making men's ties, dressing gowns and shirts of a better class found that many dealers were unable to arrange a window and show case display which showed their goods to the best advantage. The majority of dealers failed to appreciate that this line, being more expensive than the average, required especially attractive displays to sell.

The manufacturer had store fronts built into the walls of his show rooms. In the windows of these fronts he placed displays such as would be found in any well dressed store window. A varied assortment of goods was shown, among which were his lines. For example one window contained a view of a man's bedroom. A suit of clothes was placed over the back of a chair as if waiting to be put on its owner. A dressing gown was tossed carelessly across the bed while on another chair several shirts and ties were displayed. Of the goods displayed the manufacturer made only the gowns, shirts and ties—these were given a prominent position but were not placed out of position with the setting.

When the buyers from various parts of the country visited the manufacturer they were shown how to display the shirts, ties and gowns to the best advantage as well as receiving valuable tips on window and show case dressing.

Within a few months dealers were reporting that the higher priced lines were selling better than ever before. Salesmen reported that dealers windows were better dressed than they had ever seen them.

SYSTEMATIC HANDLING OF STATIONERY

Some interesting details of the handling of immense supplies of stationery, of interest to anyone handling printed matter for branches or for retail distributors. How the Royal Bank operates its Stationery Department.

THE stationery departments of many large businesses have developed into big businesses in themselves. The annual turnover of the Stationery Department of the Royal Bank of Canada, for instance, is over $700,000.

How this money is spent to the best advantage is told in the second number of 'The Royal Bank Magazine,' an attractively printed house organ which commenced its existence in February. An article by R. M. Woollatt gives many interesting sidelights on the conduct of a stationery department which will be found of considerable value to firms handling business through a large number of branches.

"Previous to the year 1912, the Bank's stationery was furnished by two firms and shipped direct by them to the branches—then small in number compared to the present day. In that year, it was decided that the Bank was large enough to operate its own Stationery Department profitably, and premises were secured in the Foy Building, 32 Front Street, Toronto. The Department soon justified its existence, and when the lease of the Front Street quarters expired, more commodious and central premises were found in one of the Bank's own buildings on Colborne Street. Here, the offices are at the front on the ground floor. Behind these is a stock room, and behind this again is the shipping room. Upstairs on the first floor, connected with the shipping-room by an electrically-driven freight elevator, is the main stock room. Connected with the sidewalk by a freight elevator, is a basement in which surplus of heavy stock is kept, and where full cases are piled awaiting shipment. This basement is large enough to assemble a full car-load of stationery.

"On account of the size of the Bank and the number of branches to be supplied, it was considered advisable to divide them into six geographical districts—Maritime, Quebec, Ontario, Middle West, British Columbia and Foreign—and supply branches in each district twice a year at regular times. Commencing with the Maritime Provinces, half-yearly requisition forms are sent out to branches in that district at the end of September, with instructions that they must be returned completed by the end of October, thus allowing branches approximately three weeks to take stock and make up their order. At the end of October, forms are sent out to the next district, and so on each month.

"Since it has been made compulsory to show 'Quantity on Hand' before ordering, requisitions have been made up with much greater care and accuracy, and much waste has been eliminated.

"On receipt at the Stationery Department, the requisitions are numbered and the quantities ordered are checked over by a senior officer, special attention being given to the loose-leaf supplies ordered.

"The next operation is to enter each item ordered on every requisition into a 'summary' book, in order to obtain the total quantity of each form, book, envelope, etc., required for that district. This summarizing of requisitions keeps one clerk constantly occupied, and the summary cannot be completed until all requisitions from that district are received.

"After being summarized, requisitions are filed in order of receipt and sent to the shipping room in that order.

Quick Service to Districts

"When a summary is closed, the stock ledger is referred to, and orders are placed for the items that the stock ledger shows to be running low. All deliveries of goods made are credited in the stock ledger, and all supplies going out are debited in it daily, making it a perpetual inventory of everything in stock.

"Following the course of a half-yearly requisition made up by a branch in the Maritime Provinces in the middle of October, received in Toronto early in November, it would, in the regular course, be shipped out during December and reach its destination some time in January. If the requisition were one of the first to be received from that district, delivery might be made at the branch by the end of December. Considering the large number of the Bank's branches to be served semi-annually, a reasonably quick service is given to all under the district system. As soon as shipments to one district are completed, those to the next are commenced. During periods of prosperity, when new branches are being opened freely, when regular orders are large, supplementary orders frequent, and manufacturers all busy, it is difficult to maintain this time schedule, but it is adhered to as closely as possible.

"On account of the large number of items comprising the half-yearly form, the number of supplementary orders being constantly received, new branch outfits to be made up, and the many manufacturing difficulties to contend with, it is not always possible to send out each half-yearly order complete; but shipments are not held for items short, these being forwarded at the first convenient opportunity. A notation to this effect is made on the second copy of the requisition form, which is priced and returned to the branch as an invoice.

"A word in connection with the charge of 10% commission made to the branches will, perhaps, be of interest. All supplies are charged to branches at actual cost, and this 10% is added to the totals in a lump sum, in order to save a great deal of bookkeeping. This charge is made to cover the cost of operating the Department—salaries, rent, packing cases and wrapping paper, insurance on stock, interest on overdraft, etc. All surplus of commission over expenses is credited to Head Office each quarter.

View of the shipping room in the Royal Bank's Stationery Department gives an idea of the amount of material handled.

Big Annual Turnover

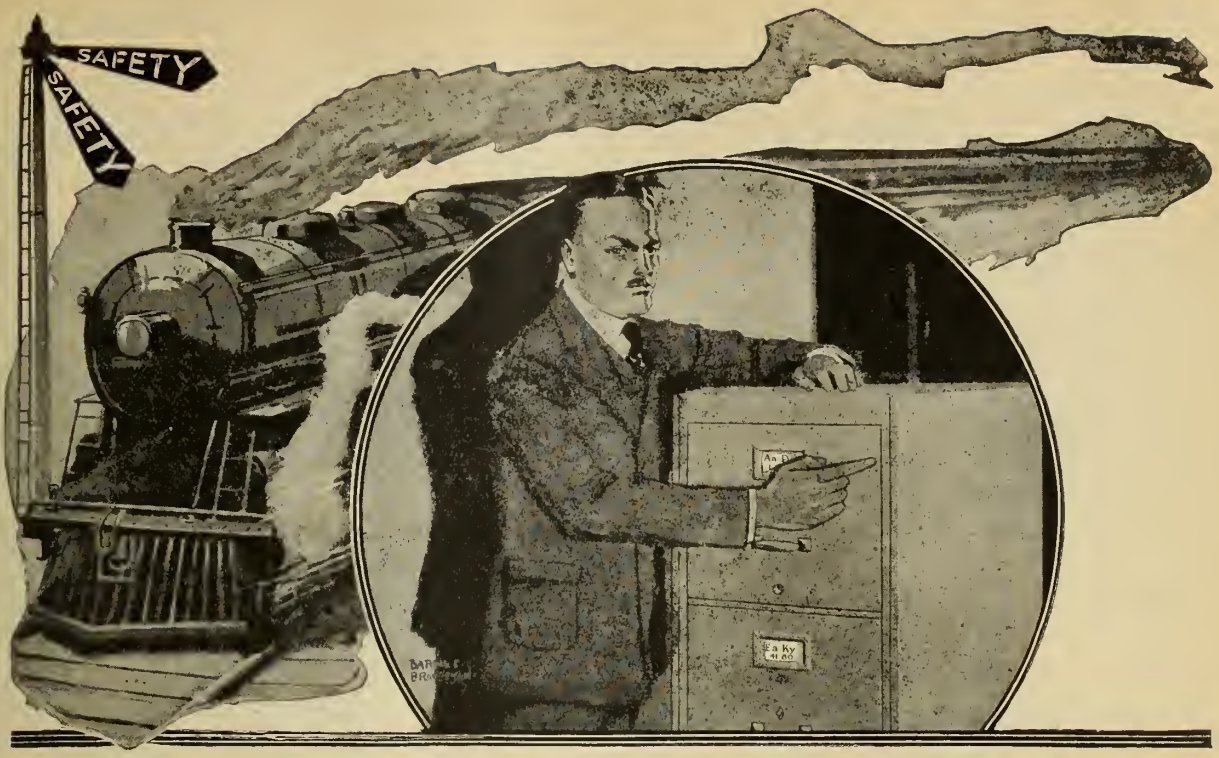
"The Department has now grown to be a big business in itself, with an annual turnover of over $700,000. The cost of packing cases alone during the year 1920 amounted to $7,000. The staff numbers eighteen—ten in the office, and eight in the warehouse.

"The object of a Stationery Department may be said to be, roughly:—

To obtain the best possible value for the money the Bank must of necessity spend on stationery.

To distribute supplies to branches promptly and economically.

To exercise care-



Signs that Say: Safety

Through the night the coaches speed *but you sleep on.* And the reason? Because of your confidence in the elaborate system of safety equipment provided by the railroad to increase the "margin of safety" for its passengers.

The elaborate signal systems of the modern railroad—the curtain of asbestos in "Fire-Wall" Filing Cabinets—both are signs that say: Safety.

FIRE-WALL FILING CABINETS
Steel-*plus*-Asbestos

Strength favors steel. But steel alone conducts heat. So "Fire-Wall" Filing Cabinets are made with a curtain of asbestos between two sturdy walls of steel—a curtain of asbestos that stands between your valuable business records and the fire that may steal upon you any time.

"Fire-Wall" means better protection—an increased "margin of safety" for your business records. Consider this safety when buying *your* equipment.

Drop a card in the mail to-day for a copy of "Protection for Your Business Records." Address nearest service store or Home Office.

Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

1209

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

Commencing
With It's
Issue of
May 1st, 1921

The
United Farmers' Guide

will be published twice a month only —on the 1st and 15th — instead of every week as heretofore. Forms will close one week prior to publishing dates.

The United Farmers' Guide

The Leading Farm Paper in the Maritime Province

Editorial and Business Offices
MONCTON, N.B.

Printed at GARDENVALE, QUE.

Branch Offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg
1478 Broadway, New York

MEMBERS OF A.B.C.

"In the Land of Evangeline"

ful control over quantities and nature of supplies.

To prove of assistance (by means of requisition, correspondence, etc.) to branches in the choice of their stationery or in any matters relating to it.

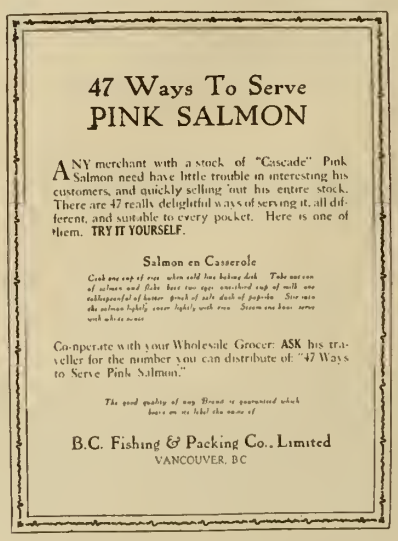
"On account of supplying every branch, the Stationery Department is often in a position to give information to one office as to the manner in which certain work is handled at another point, and what forms, books, etc., are used. The preparation of the stationery requisition is often looked upon at the branches as an unmitigated nuisance; but this should not be, as there is a closer relation between the amount charged for stationery and the "actual value of branch" in some offices than the staff may realize. As an example, a medium-sized branch recently ordered on its half-yearly requisition, four new loose-leaf binders, which would have cost them about $120. On going into the matter, it was found that by spending about $20 in repairs, the binders in use could be put into first-class shape again, thus saving the branch in question $100.

"CANNOT TASTE COLOR"

This is the central idea of tradepaper campaign for bright red salmon to combat prejudice for "color," and which includes recipes for retailers to pass on to customers.

"YOU cannot taste color," is the theme of an advertising campaign, The British Columbia Fishing & Packing Company is running in some of the business papers.

The reason for this campaign is the big shortage in the runs of Sockeye salmon during recent years. The salmon packers on the Pacific Coast have had little or no trouble disposing of the canned Sockeye which is a bright red salmon. The retail trade have always had the idea that it was a much superior salmon in taste, texture, and in nourishment to any others. They have talked this matter up to their customers for years so that everyone was of the same opinion



47 Ways To Serve
PINK SALMON

ANY merchant with a stock of "Cascade" Pink Salmon need have little trouble in interesting his customers, and quickly selling out his entire stock. There are 47 really delightful ways of serving it, all different, and suitable to every pocket. Here is one of them. TRY IT YOURSELF.

Salmon en Casserole

Cook one cup of rice when cold has baking dish. Take one can of salmon and flake have two eggs, one cup of milk one tablespoonful of butter pinch of salt dash of pepper. Stir into the salmon lightly season lightly with rice. Steam one hour serve with white sauce

Co-operate with your Wholesale Grocer: ASK his traveller for the number you can distribute of "47 Ways to Serve Pink Salmon."

The good quality of any Brand is guaranteed which bears on its label the name of

B.C. Fishing & Packing Co., Limited
VANCOUVER, B.C.

Meagre Run of Sockeye

Without going into figures, it can be said that the run of Sockeye salmon last year was very meagre, whereas the runs of Pink salmon and others were large. Packers found it necessary to accept orders from wholesalers on the basis of a substantial percentage of the Pink with a certain quantity of Sockeye. The result has been that the wholesale trade, generally speaking, has considerable stock of Pinks on hand and largely a non-interested retail trade to purchase and sell it.

A shortage of Sockeye will apparently be the condition in future years. For some reason or other the runs of Sockeye have been gradually decreasing and the big runs every fourth year are declining. This means that the trade must begin to feature the Pink and other grades of salmon if they are to get the same salmon business as in the past.

Blindfold Tests

This then is the purpose of the campaign, "You can't taste color." A series of announcements has been prepared along this line showing the food value of the pink salmon. Not long ago the writer witnessed a test made on the comparative values of the two kinds of salmon. Six people were blindfolded and asked to taste the Pink and Sockeye and state which they thought was the better. To show that there is very little difference in the taste or texture, three of the six chose the Pink as the better salmon.

The campaign will deal in an interesting way with the gameness of the Pink. It is a small but game fighter. It is not generally known that the Pink is the smallest of the salmon family of five important types. It weighs about six pounds when caught, whereas the others range from 7 up to the Red Spring which weighs in the neighborhood of 60 pounds. The Sockeye weighs about 7 lbs.

The campaign also shows that there are many ways of serving salmon. Each announcement in the trade paper will include a salmon recipe which the dealer can pass on to his customers.

Do You Use a Shotgun or a Rifle?

If you casually look at the first page of an Audit Bureau Report, jot down the "Net-Paid Circulation" and let it go at that, you are going after bear with shotgun ammunition.

If you study the reports carefully, look into the kind and character of circulation, see what the publisher has to say and how the auditor's figures check up, then buy your white space, you'll get the kind of game you go after.

The A. B. C. hands you the ammunition—in the shape of audited data on circulation, where that circulation goes, what is paid for it and data indicating what the readers think of it.

This information is authentic and comprehensive and its range covers every community in the United States and the Dominion of Canada.

If you take the Publisher's Statement, the Auditor's Reports and a copy of the publication and form your own estimate of merchandising conditions in any particular locality, you are using A. B. C. ammunition intelligently.

"Sight" your market accurately through pages two, three and four of Audit Bureau Circulation Reports.

Audit Bureau of Circulations

202 South State Street Chicago • 347 Fifth Avenue New York

A Proven Circulation

"You will be pleased to note that your statements covering your Daily circulation have been verified by my audit."

"I am pleased to say that I found your circulation records to be kept in a very efficient manner and in accordance with the requirements of the A.B.C."

—Extracts from A.B.C. Auditor's Report, March 8th, 1921

This is the service, Mr. Advertiser, that the

British Whig

and it alone, places at your disposal in Kingston.

A.B.C. average circulation for the first two weeks of March

6,447

The Advertiser's Interest in the Development of Canadian Literature

The Canadian advertiser has a very vital interest in the development of a higher standard of Canadian periodicals.

By C. W. Stokes

On March 11th and 12th a convention of Canadian authors was held in Montreal, and an organization known as the Canadian Authors' Association was formed, the president of which is Mr. John Murray Gibbon and the Vice-Presidents and Council of which include such well-known Canadian writers as Stephen Leacock, Basil King, Ralph Connor, Isabel Ecclestone Mackay, Arthur Stringer, Frank L. Packard, and Bliss Carman. The purpose of the organization is both business and idealistic—to protect the economic interests of the Canadian author, especially in regard to international copyright, and to encourage development of native Canadian literature.

With the first-named purpose of the association the reader of Marketing has perhaps little concern, unless he essays the path of authorship. But the Canadian advertiser should have a great deal of interest in the second purpose,—the development of a characteristic Canadian literature,—inasmuch as it has a bearing on the reader-interest of Canadian magazines.

The present writer (who claims to be the only writer in Canada who has had a literary contribution published in the same issue of a Canadian periodical that contained an advertisement of his also) was first drawn into this subject about four years ago, when Marketing (then under different management) was known as *Economic Advertising*. Following an editorial in that paper on the Perennial subject of the imposition of a tariff upon American magazines entering this country, he ventured in a letter to the editor to set forth some wild theories that drew down upon him in the next issue the severe reproof of Mr. T. B. Costain, then editor of *Maclean's Magazine*. Although subsequent events have somewhat modified his opinions on minor points, the main theories are still tenable, and can be here reiterated.

No publication is stronger than its editorial pages. Certain Canadian periodicals which have clamored for protection against the invasion of American magazines have based their appeals on the grounds that our economic subservience to the United States renders it impossible for periodical literature to exist in this country without some form of protection. In other words, the publisher of a magazine with an average circulation of 35,000 copies (as will be shown immediately) cannot be expected to produce so good a magazine as that with an average circulation of 560,000 sold at approximately the same price, and that the public, judging merely by externals, wants to get the most value for its money, and does.

This is, of course, a very familiar argument. The actual figures, as stated in Lydiatt's 1920 Book, show that in Canada there are only twelve magazines of a general character—that is to say, excluding technical, political, agricultural, sporting, fashion and juvenile publications—and that they have a total circulation of 423,000, which averages 35,600 each. Lydiatt's Book also shows that 30 leading magazines of the United States, selected with the same reservations as to character, have a total circulation of 16,806,000, which averages 560,200 each; furthermore, out of this total, they have a circulation in Canada of 618,800, or an average of 20,600 each—less than four per cent. of the total, which is a point to which we will return later. Considering the enormous advertising revenue of the American magazine, the high prices it can afford to pay to attract contributors, and its superior external appearance, it can logically be asked, 'How can the Canadian magazine ever hope to compete with it?'

But, is the average Canadian magazine *trying* to improve itself? Is it *really* trying to attract the best native talent—*is* it paying the highest prices it can afford to contributors? This is where Canadian advertisers come in.

The joint circulation of Canadian and American magazines in Canada

VOLUME ADVERTISING, FEBRUARY 1921 IN REPRESENTATIVE CANADIAN DAILIES

	Foreign Display	Local Display	Classified	Total Lines
Calgary Herald	132,364	397,751	150,201	680,316
Edmonton Journal	171,136	346,038	129,794	646,968
Vancouver Province	190,414	640,962	227,036	1,058,442
Vancouver Sun	77,462	351,204	84,924	513,590
Winnipeg Free Press		760,887*	274,579	1,035,466
St. John Telegraph (x)	126,000	148,650	15,150	289,800
St. John Times Star (x)	129,500	244,275	49,975	423,750
Brantford Expositor	136,752	283,444	37,324	457,520
Galt Reporter	55,776	200,836	13,510	270,122
Kingston British Whig	84,987	298,655	19,152	402,794
Kitchener Record	62,846	223,958	21,308	308,112
London Free Press	175,276	313,575	73,350	562,201
Ottawa Journal	147,728	386,741	35,750	570,219
Quebec L'Evenement	63,444	118,514	8,971	190,929
St. Catharines	91,434	250,824	27,706	369,964
Windsor Border Cities Star	147,983	362,535	83,844	594,362
Montreal Gazette	173,828	348,464	10,802	533,094
Sherbrooke Record	120,350	166,300†		286,654
Regina Leader	153,829	258,134	129,739	541,702
Moose Jaw Times	74,368	201,502	35,042	310,912
Saskatoon Phoenix	77,963	296,765	28,004	402,732
Saskatoon Star	134,866	339,083	87,556	561,505
x Figures for January, as published in March 1st Marketing, should have appeared as follows:	126,375 128,477	172,350 268,350	17,000 38,925	315,725 435,750

*Includes Foreign. †Includes Classified.

show that Canada is as much a magazine-reading public as that of the United States, for the proportion of circulation to population is in both cases about the same. The Canadian advertiser who uses every medium available is, however, reaching about only 40 per cent. of his possible constituency. But examine the average Canadian magazine, and you will see that it appears to be in a fairly healthy condition as regards the volume of advertising it carries. It is apparently able, therefore, to expend a fairly considerable amount upon its editorial pages. The editorial quality, far from being of no concern to the advertiser, is his first concern, for he must have a guarantee that his advertising is conveyed in a medium that is acceptable to a sufficiently large number of readers. If the magazine is sincerely making a effort to make itself a good and worthy production, it is worth the patronage of the Canadian advertiser; contrariwise, if it is not, it does not pay him to advertise in it. The Canadian advertiser has a very vital interest in the development of a higher standard of Canadian periodical advertising; if it can raise its proportion of the joint market by even ten per cent., it is benefitting Canadian trade to that extent.

Secondly, I think the interests of the Canadian advertiser would be benefitted by the development of a native and characteristic literature. While it is true that American magazines have a big sale in this country, they have no personal appeal here. The magazine of purely Canadian scope may have a smaller circulation, but it has a place in the affections of its readers that the prosperous-looking competitor lacks, and, implicitly, it has a corresponding value to advertisers. The success of two or three Canadian magazines that have conspicuously maintained a consistent programme along Canadian lines should surely demonstrate that. Where less than four per cent. of the total circulation is in Canada, it is hardly to be expected that much attention would be devoted to the interests of that hopeless minority; it is, in fact, only to be expected that a certain amount of propaganda inimical to Canadianism should unconsciously be disseminated in this country.

It is a commonplace that the higher rewards that the American editor can pay contributors have attracted a great many brilliant Canadian writers. Many indeed, have actually changed their domicile; others still live in Canada, but their work is seldom published here at first hand, and sometimes they are prophets without honor in their own country. Thus we see Basil King, Arthur Stringer, Frank L. Packard, Bliss Carman, Stephen Leacock, Norman Duncan, Robert W. Service and sufficient others to disprove the contention that we are not a literary people, appearing primarily in the United States. and in Canada only as an afterthought, just as we have Sir Gilbert Parker and Ralph Connor appearing primarily as Englishmen. If it were possible for these men to write primarily for the Canadian publication, what an impulse it would give to Canadian letters!

It is therefore the concern of the Canadian advertiser that they should.

Reader Ownership

The Farmers' Sun is owned by its farmer-readers. Its circulation has increased from 11,000 to 40,000 in less than two years. This was accomplished by the farmers themselves, no organized effort being necessary on the part of the Sun. The Sun has no subscription canvassers, its circulation comes voluntarily, and is paid in advance. At present it is increasing from 300 to 700 each week.

Concentrated Circulation

The Farmers' Sun is the official organ of the United Farmers of Ontario and has a larger farm paper circulation in Ontario than any other paper. It is published twice a week, and its circulation is in excess of 40,000 (A.B.C.)

106% Gain for The Farmers' Sun

During the year 1920, The Farmers' Sun showed an increase in advertising carried over 1919 of 420,375 agate lines, or 106%. This is significant when you consider that over 75% of the Canadian farm papers showed a decrease in advertising carried during this period.

ANY WAY YOU FIGURE IT—THE SUN is your best buy. It has the best quality and quantity cirlation.

Ask your agency's advice

The Farmers' Sun

299 Queen West **TORONTO**

Member A.B.C.

The Farmers in the Maritimes

may not make as much noise as in other parts of Canada—but they show results, just the same.

They average production and earnings that compare favorably with any part of Canada, as production records show.

They are careful buyers of large quantities of manufactured goods — and their goodwill is easiest cultivated through the journal they have known for more than twenty-five years—

The

Maritime Farmer

A practical farm paper, published fortnightly, and circulating exclusively in New Brunswick, Nova Scotia and Prince Edward Island. It is the only farm journal published in Eastern Canada.

Circulation, 13,800

Rate, 10 cents a line

The

Maritime Farmer

Sussex, New Brunswick

Move to Clean Up Agency Situation

(*Continued from page 214*)

latter for services rendered to the advertiser. As a matter of fact, the publisher's object in granting commission is to recompense the agent for developing new business—and developing existing accounts.

If publishers discontinued the allowance of agency commissions, this advertiser thinks, advertising agencies as now constituted would cease to exist, and would, instead, become exclusively the servants of the advertiser. They would be employed and paid by advertisers in many cases, and would have no further interest in developing new or existing business for publishers. They would be just as likely to promote poster, street car or direct-by-mail advertising—which may look mighty good for the advertiser.

Would Be Replaced

But immediately the newspapers and magazines, particularly the former, would feel the necessity for some centralized or co-operative organization to develop and handle their advertising business. They would find it necessary to maintain some form of co-operative soliciting and service organizations in different parts of the country to do the work which they feel is now being done more or less efficiently by advertising agencies. Then it wouldn't be long before these new "agencies" would be furnishing some kind of copy service, free of charge, as a necessary means of getting new business.

Thus we would pretty soon get around to the same old situation over again, only it would probably be more complicated, and consequently more expensive than it is now. The worst evils of the present system arise from the fact that some publishers openly offer a higher commission than their competitors. Other publishers offer an extra commission to certain agencies for favors received —only in these cases it is not done openly, but takes the form of a secret graft. And on top of this some agents are continually clamoring for even higher commissions which, if granted, must result in higher advertising rates.

Obviously the correction of this condition lies in the *control* of commissions, as Marketing has contended for some time. If agents are not influenced in their recommendations of media by the amount of commission received, why their anxiety to keep their commission arrangements so strictly secret. Why should not every advertising estimate show the amount of commission allowed by each publication—and secret commissions or rebates be prohibited by law? What is the objection to having advertisers know exactly how much the agency is getting out of it—if it is not getting too much?

The fact is that agents are suspicious of each other, and publishers are suspicious of each other, and advertisers are suspicious of both agents and publishers—largely because their business has not been conducted in an open and above-board manner. This is not to impute dishonesty to the agents, who generally observe a higher standard of ethics than is credited to most other lines of business. The fact is that they do not enjoy the confidence they actually merit—because they have not recognized the desirability of placing their business above suspicion by submitting to regulations which would prevent unfair or dishonest practices on the part of the few who might be so disposed.

Similiar to Other Trade Discounts

The argument that the advertiser who wishes to deal direct with publishers should not be "charged the agency commission" is no more valid than that of the consumer who wishes to buy from the wholesaler and "save the retail profit" or of the buyer who wishes to buy from the factory in order to get the "wholesale discount." Many of the advertisers who contend for this themselves have established trade discounts or salesmen's commissions which they steadfastly refuse to allow to purchasers outside these established channels of distribution simply because of a wish to "buy direct." The reasoning which supports this policy in other lines of business applies with equal force in the advertising business—and offers the strongest objection to any proposal to abolish agency commission.

What is needed, in Marketing's opinion, is regulation—not revolution. Standard, strictly-regulated, commissions must come—in the interests of advertiser, agent and publisher alike.

❦ ❦ ❦

"The Agent's Toll"

A number of letters have been received from advertisers and publishers commenting favorably on the editorial in the last issue. We prefer to print the opposing view, however, as represented by the following letter:

Editor Marketing

Your editorial in March 15th issue "The Agent's Toll" would be more effective if it was more specific.

You should mention the name of the Agent who is pressing for more commission. As it is you cast an unjust reflection upon the entire body.

As far as I am concerned I shall not be greatly disturbed if the Agency commission is abolished. My clients pay me a retaining fee, in addition to the commission I receive; I earn it.

Where the advertiser, or his advertising manager does all the work, however and the agent is merely a space broker, I agree with you, he is vastly overpaid for what he does. This latter condition, however, does not entitle the editor of *Marketing* to refer to the Advertising Agency business as being a toll upon advertising. If you are as just as I believe you to be, you will withdraw your assertion.

Thornton Purkis

Toronto. March 22nd, 1921.

We are unable to see that there is any reflection on the ability, integrity or economic value of advertising agents in any reference to their "taking toll," so long as the "toll" is a fair one to all concerned and is applied and used for the purpose intended. Nor does it seem necessary to name the agencies which are responsible for the criticisms. For more than a year all criticism was withheld, in the hope that the advertising agents themselves, conscious of the abuses which were upsetting their business, would undertake to regulate their own affairs and remove the grounds for complaint. But the agencies, as represented by their Association, chose to listen to the advice of those who pooh-poohed the rumblings of dissatisfaction and advocated demanding higher commissions. Because of their neglect to oppose the policies and practices which have been discrediting them, all agents are fairly subjects of criticism in this connection, to the extent that they have not vigorously opposed those who have managed to get them "in wrong." It is unnecessary to name particular agents who are pressing for more commission, when an Association assuming to represent ALL agents, presents what has been interpreted as an "ultimatum" to publishers, If there are agents who object to these demands, as undoubtedly there are, why don't they speak up and say so?

EDITOR

❦ ❦ ❦

Henry Morgan & Co. Ltd., one of Montreal's largest departmental stores, are back in the columns of the *Star* and *Standard* with large daily copy, after a battle of five years' duration. The head of the Morgan house disagreed with the policy of the *Star* on certain civic reforms and withdrew his advertising support; but, as is so often the case, the newspaper was able to prove that advertising was more necessary to the store than the firm's patronage was to the paper.

Selling Direct

The history of the immense Mail Order Houses of international repute reveals the fact that the selection of media has very largely contributed to their success.

If the confidence of the reader has been gained and sustained—if the relations between subscriber and publisher are intimate and cordial—the medium proves peculiarly valuable for a mail order campaign.

The Ottawa Farm Journal

has shown tremendous pulling-power for this class of advertising because it fills so adequately the needs of its readers.

The Huntboy Mail Order, Toronto, using only small space once, write March, 1921

> *"'The Ottawa Farm Journal' has brought us wonderful results, and with one other Farm Paper has done more than any other papers used."*

There is a wonderful field open for development in the Great Central Dairy Belt of Canada—a highly-prosperous and progressive territory in which "The Ottawa Farm Journal" is the dominant medium.

Many prominent firms use its columns in their merchandising by mail. May we send you full particulars—or ask any recognized agent.

THE OTTAWA FARM JOURNAL

OTTAWA, (Member A.B.C.) **CANADA**

BRANCHES:

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES

Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

The Daily Telegraph

and

The Evening Times-Star

in St. John, N.B.

are

The Only Papers

on the list of practically every national advertiser in New Brunswick, and for very good reasons.

One significant reason, sufficient for most advertisers nowadays—they are

The only A.B.C. papers in New Brunswick

Both should head your list.

In combination only 6 cents a line.

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Counsel Direct Mail Advertising Association

French Catalogues Facilitate

The American consul at Trieste has requested that exporters in this country forward to that consulate their catalogues, accompanied by samples, with full information regarding particulars, measurements given in the metric system, and with prices, terms, etc., quoted c.i.f. Trieste, if possible. Catalogues in the German or French languages would facilitate trade between the U. S. and Canada and countries of the former Austro-Hungarian monarchy via Trieste. These languages are spoken by practically all merchants and firms in Jugo-Slavia, Czechoslovakia, and German-Austria.

* * *

Why Direct Mail

A few weeks ago a California subscriber asked the editor of *Printers' Ink* what proportion of the 40,000 readers in the *Sacramento Bee* could be reasonably expect to read his full page advertisement.

The editor, of course, answered "Nobody knows."

"To give even a guess as to how many of the 40,000 readers would read the full page advertisement, would require a knowledge of numerous factors, among which, are appearance, make-up, style, readers' state of mind, etc. etc."

Contrast these facts with what happens to direct mail advertising, rightly gotten up, sent to the same list of 40,000. Nearly everyone who receives the piece of literature, reads it!

That is merely one of the reasons why advertisers everywhere are backing up the splendid results of their general advertising with direct mail publicity that they can know for a certainty will reach the person to whom it is directed.

* * *

Window Envelopes

More and more concerns everywhere are adopting window envelopes for general mailing purposes.

Sears, Roebuck & Company is one of the large concerns that have been using them for years.

Window envelopes, in spite of their slightly increased first cost, save money in at least three ways:

(1) They minimize address errors. In ordinary envelopes addresses have to be copied from the letters. Window envelopes eliminate 50% of possible errors.

(2) They cut addressing costs in half. In these days when accurate typists are by no means very plentiful, the saving on addressing is a mighty important consideration.

(3) They minimize the danger of enclosing Jones' letter in Smith's envelope. Ordinarily, mistakes of this kind sometimes develop very serious consequences.

People have objected to the use of window envelopes on the ground that it makes the person who receives them, imagine a bill is contained therein. This theory is being fast exploded for two reasons:

(1) Very few business men ever see the envelope addressed to them. Their mail is opened by an office boy or clerk.

(2) The increased use of window envelopes is having an educational influence to offset the idea that they contain bills only.

* * *

Mail to Bogota, Columbia

Special care in packing is necessary if parcel post merchandise is to reach Bogota in good condition. Parcel post packages must be handled at least twelve times between New York and Bogota. In the last six months, nearly 40% of the shipments that have gone in this way, have suffered in one way or another because of poor wrapping.

All mail packages should be wrapped in water-proof material and packed in such a way as to enable it to withstand the unusual rough handling, that passing through twelve sets of hands would naturally bring about.

* * *

Crimean Possibilities

There is a great demand in the Crimea for clothing and clothing material, boots and shoes, kerosene, agricultural implements, candles, soap, tea, medicine, sugar, tobacco, kitchen utensils, crockery, glassware, window glass, stationery, printing paper, condensed milk, candy, perfume, etc. The merchants there prefer to exchange local produce for imported articles at considerable profit margin. There are villages where two spools of cotton thread will buy a bushel of wheat or the equivalent. The inhabitants, especially the traders, are eager for literature of any kind and one salesman reports that catalogs six and eight years old are treasured and consulted regularly.

* * *

Frankness in Collections

A leading printer in the United States has succeeded in materially speeding up his collections by enclosing with each statement an "envelope stuffer," containing the following frank statement:

"Please help us by reading this carefully and acting immediately.

"The Blank Press must meet $75,000 in pressing bills this month. Your bill, which is enclosed, is not large, but is one of more than 8,000 similar ones which total over $100,000.

"Will you not kindly help us by sending your check by return mail.

"Our bills must be met; our only help is in you. We are sure you will help us.

"Thank you for your patronage and co-operation."

Something New Under the Sun

A leading rug company in Chicago conceived of what seems to me to be a very brilliant idea. It called in a noted certified public accountant to examine its books with a view toward giving an opinion as to whether the sale prices, then in effect, were bona fide or not. The accountant, after very careful investigation, wrote the company the following letter:

"Gentlemen:

This is to certify that we have examined your purchase and sales records, and we further certify that, in our opinion, the reduction of 33⅓% from the original prices of your entire stock, represents a bona fide reduction without any marking up for special sales purposes. We find many pieces reduced over 33⅓%.

We also certify that we have examined your books and selling prices and find in many cases these reductions are below cost of actual invoice."

This letter, with the public accountant's signature, was embodied in a piece of direct mail literature, sent broadcast. It is still producing excellent results.

In these fighting times, when the customer is interested in brass tack facts, this type of direct mail advertising, combining the account forces with the advertiser's technique, is one of the best things that we have witnessed in a long time.

* * *

Small Town Possibilities

Business men are slowly beginning to wake up to the fact that small town merchants are worth cultivating, direct by mail.

* * *

Filling in Form Letters

One of the questions that seems to bother direct mail users is that of deciding when to fill in the name and address and when not to. This question is in the same class with that which decides when to use a one cent stamp and when to use a two cent stamp. Both are a matter of *lending the personal touch.*

As a general rule, if your letter is frankly a form and intended to convey a general public announcement of no particular significance, fill-ins are not necessary.

On the other hand, if your message is supposedly personal and addressed to a specific person, it is far better to keep the personal touch all the way through, filling in the letter as skilfully as possible.

It is needless and often sheer waste, though, to make fill-ins that are sloppy and show haphazard treatment. In this case, the letter, of course, is frankly a form with this disturbing element. It tends to make the reader feel that the man who sent it had so little opinion of the reader's judgment as to feel that he were to be fooled by anything so painfully obvious.

* * *

Mail Orders and Direct Mail

In the last few years, prejudice against the big mail order houses has gradually given way to intelligent effort directed against them by small town merchants. Direct mail advertisers have a great deal to learn from

FACTS ABOUT

OWEN SOUND

Owen Sound is the Business Centre of the Georgian Bay District.
Has large Steel and Iron, Furniture and Woodworking Industries, and a wide range of factories in other lines.
A prosperous city that is almost unaffected by the business depression.

"The Sun-Times"

Enters practically every home in the City and surrounding territory. Sworn average circulation for last year was 6,133 copies. "The Sun-Times" is published "Every-Other-Day" — Tuesday, Thursday and Saturday.

The St. Thomas Times-Journal

Is the only Daily Newspaper Published in St. Thomas or Elgin County

Guaranteed circulation exceeds 9,000 daily

THE TIMES-JOURNAL is the local intimate, home paper of the 50,000 people living in this important, extensive and exceeding prosperous section of Ontario, and it is the

ONLY PAPER

Which goes into the homes of over 90% of the people in this territory,

NO OTHER PAPER

Whatever its claims may be, covers St. Thomas or Elgin County.

The Times-Journal of St. Thomas,
LIMITED
MEMBER A. B. C.

IN QUEBEC

Reader Confidence means
Free Responsive Spenders
Ask any dealer in Quebec

The Telegraph
ALWAYS

Galt is a Musical City

Great interest is taken in music in this wide awake city which is demonstrated by the large number of musical events that are always being given.

That GALT is a musical city is further borne out by the fact that there are no less than 10 dealers in this line of business.

You can obtain more data regarding the value of this territory by communicating direct with us

Galt Reporter Ltd.

(Member A.B.C.)

GALT, - - ONTARIO

U.S. Representative
GEO. B. DAVID CO., Inc.,
New York City

Over One Quarter of Canada's Entire Population is Concentrated in the

PROVINCE OF QUEBEC

(85% of which is French-speaking)

Notwithstanding an higher advertising rate during 1920,

La Patrie

has published over 30,000 lines of advertising more than in 1919. This is proof that "LA PATRIE" is an excellent advertising medium to reach the French population of Quebec, which represents one-quarter of Canada's entire population.

"La Patrie" should not be overlooked by any advertiser who is determined to cover successfully the Province of Quebec.

Apply to any Advertising Agency for Rates and Circulation, or direct to the Advertising Manager.

"La Patrie" Pub. Co.

Limited

La Patrie Building MONTREAL

"LA PATRIE"

Is a Member of the Audit Bureau of Circulation

the mail order people, once they are willing to swallow their preconceived dislike for the catalog houses' steady progress.

That is why progressive local merchants are now utilizing mail order tactics, first, by the clever use of catalogs and bulletins and, second, by keeping in active touch with the customer through form letters, broadsides, circulars, etc.

An excellent way to defeat the enemy, or at least, to play at his own game, is to study carefully the things that have made him successful, with a view to find out how your business can use these plans to the best advantage.

Local merchants are finding out more and more what a really important part the steady firing of direct mail literature, to its customers, has had upon the growth of the mail order giants.

* * *

Startling Headlines

Shock openings, dramatic first sentences, and fire-work beginnings in sales letters are rapidly disappearing from the literature of those who know.

There are still houses in the United States and Canada that think it very clever to fire verbal howitzers at customers in direct mail literature, in order to attract favorable attention.

Experience has shown, through years of experiment, that people are no more anxious to be shocked, or to be treated unconventionally in letters, than they are to have the same treatment face to face. This is the era of the quiet, unpretentious message. Fortunate is the direct mail advocate who uses these tactics in his form letters and printed material, just as he does in his dictated letters.

* * *

Collection Buttons for Delinquents

There is coming into popular use a series of six buttons that collection letter writers are attaching to statements. The purpose of these buttons is to call attention to the delinquency of the debtor in a quick, forceful and somewhat humorous manner.

The fact that a large badge company in Philadelphia is doing three times as much business in the collection buttons this year as last, is pretty fair evidence as to the effectiveness of these little messengers.

The series vary. But here is a typical one. The first button shows a picture of a bird, the bill of which is very prominent; and the head being in the form of a question mark, the words "Have you forgotten?" are at the top. The second button portrays a few checked squares and bears the words "Check appreciated."

The third button pictures a large mit with the letters "Re." The word "please" is directly above these. The fourth button simply says "Still waiting." The fifth, "reminder" and the picture of a bird's bill, and the sixth, "Thank U for Check."

This apparently simple trick is sufficiently out of the ordinary to attract attention and sufficiently to the point to get action.

* * *

Mr. W. E. Finnegan has been appointed General Director of Sales for the Ruggles Motor Truck Co. Ltd., London, Ont. He formerly was General Sales Manager of the Gray-Dort Motors Ltd., Chatham.

The International Joint Conference Council of the Printing Industry has closed. J. J. Freel, president of the International Stereotypers' and Electrotypers' Union, stated a 44-hour week had been recommended, and would be inaugurated in commercial printing in the United States on May 1. Employers pressed for a corresponding decrease of wages, but no result was arrived at, it being considered this was a matter for local unions.

* * *

The Butterick Publishing Company will shortly be running newspaper copy for their fashion pattern service. The Blackman Co. Inc. will place the business.

Toronto Residential Mailing Lists

Every Home—A Telephone User!

Classified according to telephone exchanges and arranged in street order.

Sellers Agency. 100 King St. West TORONTO

You Need It?

No campaign is complete without the personal touch of Direct Advertising. You may obtain my services for a few hours each week to plan and write Sales Letters, Folders, Broadsides, Signs, Displays, etc., thus linking General Advertising with the Dealers and Selling Force.

FREDERICK M. HAHN

931 College St. : : Toronto

Telephone College 7894

Printing ?

Not the ordinary kind of printing, but the class that will do credit to your sales promotion department.

New Styles of Type Faces, Skillful Compositors and Modern Machinery produce Character in Direct-by-Mail Advertising.

This is what we offer at moderate prices

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST. CLAIR AVE. TORONTO

CANADA'S LARGEST NEWSPAPER

Has: A ten page women's section, devoted entirely to society and women's features. (Few women in Greater Vancouver would be without their Sunday Sun).

Six-page auto section;

Eight pages music and drama;

Six-page building, real estate and classified section,

Ten pages general, feature, and church news;

Eight-page magazine and editorial section.

Crammed right full of live home reading and attractive advertising. The Sunday Sun has grown to be Canada's largest newspaper, running as many as sixty-four pages a regular issue.

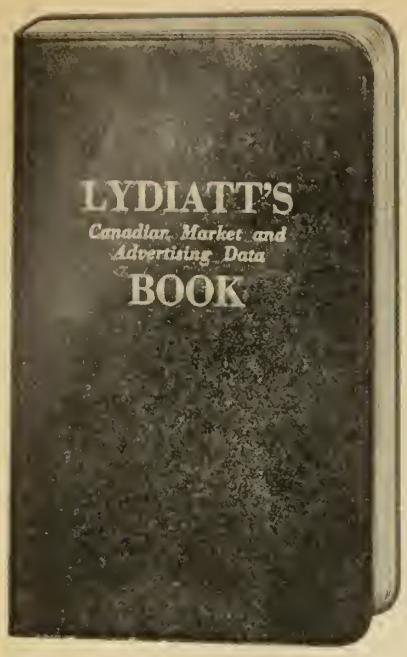
Remaining in the home all day Sunday, it is read and re-read by every member of the house and therefore gives our advertisers wonderful value for their money, because our circulation is concentrated right in Greater Vancouver.

Vancouver is growing and is the most talked of city in Canada; the Sunday Sun is growing, is the largest and most talked about newspaper in Canada.

VANCOUVER SUNDAY SUN

Circulation Sunday March 6th, 40,100

F. W. THOMPSON	FRANK CALDER	C. W. WALLIS	GILMAN NICOLL
Room 20, 100 King St. West.	22 St. John St.	1243 First Nat. Bank Bldg.	World Bldg.
TORONTO	MONTREAL	CHICAGO	NEW YORK



New 1921 Edition

Just off the Press

A consise compilation of facts and figures about Canada and Canadian advertising mediums to which you most frequently need to refer.

All the details needful to know yet hard to remember, brought up to-date and conveniently classified for easy reference in a handy little pocket-size, leather-bound book of 416 pages. Answers literally thousands of questions about selling or advertising in Canada.

So accurate, so complete, so useful, that like many other advertisers, you'll wonder how you ever got along without it.

Not a mere directory, buf a complete data and rate book for advertisers—strictly independent and impartial. Eigth year of successful annual publication. The ready-reference desk book of hundreds of advertisers and advertising agencies.

Enjoy twelve months use of it by ordering your copy now. Pospaid on receipt of the price, $5.00 a copy, from

W. A. LYDIATT, Publisher
53 Yonge St. TORONTO, Can.

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

The London Advertising Club has engaged Mr. Louis Balsam, contributing editor of MARKETING and Secretary of the Direct Mail Advertising Association, to address its members on Tuesday, April 5th, on the subject of "Better Letters." Mr. Balsam is in great demand as a lecturer for the reason that his accumulated experience in correspondence and direct-mail advertising, plainly exemplified in his articles in MARKETING, enable him to cram his lectures with practical solutions for every sort of correspondence problem.

The Canadian Wholesale Grocers' Association is urging manufacturers to mark the gross shipping weight on all containers, on the left-hand corner. It is pointed out that distributors should be protected against loss through freight overcharges by adopting such measures. The circular urging this practice also decries the stencilling of advertising of several factory lines on all sides of containers, and states that such advertising matter has been responsible for many errors in shipment.

The Canadian Co-operative Wool Growers Ltd. is planning a seasonal campaign to run in a number of farm papers toward the end of April or the beginning of May. The business is being placed by the Jas. Fisher Co. Ltd.

Under the auspices of the Federation of Master Printers there will be held in London, England, from April 30th to May 14th, a World's Printing Trades' Congress, in connection with the Sixth International Printing Exhibition which will take place at that time.

A change has been announced in the management of the Eastern Ontario office of the Coca-Cola Company. The new manager is Mr. George A. Porter, who will take charge of the company's plants at Toronto, Hamilton and London. These plants, it is stated, will be greatly enlarged and improved in the near future.

Alderman Creelman, of Montreal, is focussing attentions upon the billboards in that city, which he claims are illegal. He asks why the city permits them, particularly in residential districts. He condemns also the projecting lights used to light up the posters at night. The city law department is digging into the matter, but no fear is felt of the result, as the advertising is particularly handsome. A very striking sign of this sort has just been erected in front of the old Beaver Hall. Situated on street level, looking down from the curve half-way up the hill, its brilliance is visible a considerable distance on a street in which there is considerable traffic.

The first number of *The Canadian Shorthorn Journal* was issued at Guelph, Ont., in February. The magazine is published monthly by F. W. Darby.

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

Can't Take Subscriptions Without Permission

A decision in a United States Court which may have some bearing on future Canadian litigation was handed down by Judge Peck recently at Cincinnati. *Popular Mechanics Magazine* sought an injunction against the *Cincinnati Daily Post*, to prevent the *Post* from offering *Popular Mechanics* in a cut-rate clubbing offer, which had been done on two occasions, a year apart, without authority to do so. Inasmuch as 90 per cent. of the complainants circulation is through news dealers, and it had for years pledged its word to the dealers not to join in any cut-rate clubbing offer, these acts of the *Post* were set forth as an apparent reversal of a long established policy.

Judge Peck decided that to do what the *Post* advertised, was the act of an agent making a contract for another, and that no one may make a contract for another without his authority. Perhaps one of the most important features of this decision is the great advantage it now gives publishers against the "fake" subscription solicitor. It has been both difficult and dangerous to arrest these swindlers and usually they were able to escape punishment. Now, every time one of them takes a subscription to a magazine without authority he can easily be brought to time for executing a contract as agent, which, of course, he has no right to do and the law is clear on that point.

According to the Summary of the Trade of Canada issued in the *Weekly Bulletin* of the Dept. of Trade and Commerce, the total imports from the United States during the month of January, 1921, showed a marked decline as compared with previous years. The figures are over $22,000,000 lower than in 1920. Exports to the United States were also lower by over $8,000,000.

Saves Printing Waste

The total number of printed pages in governmental departmental reports has been reduced from 210 million in 1915-6 to 40 million in 1919-20, according to the Annual Report of the Editorial Committee for 1920 recently issued. The number of copies, during the same period, have been reduced from 325,365 to 140,180. The total number of printed pages of Supplementary Reports to Parliament have also been reduced from 60 millions to 3 millions.

These reductions seem to indicate that a lot of waste has been eliminated, and the figures may serve as an example to large firms whose bills for printed matter run into hundreds of thousands of dollars annually. The report states that most of the economies effected were achieved without recourse to a Council ruling, through the mutual co-operation of departmental officials. In these days of expensive paper close attention to waste in printing is much to be desired.

Orders have recently been sent out by Advertising Service Co. Ltd., to a list of Canadian newspapers for the advertising of the Asbestos Manufacturing Co., Lachine, Que.

Western Construction Data

'Western Construction Data' is published on the 1st and 15th of each month at Winnipeg. It is devoted to the construction industry of Western Canada, and is read by the leading architects, engineers, contractors, builders, supply dealers, etc., in the territory comprising Western Ontario, Manitoba, Saskatchewan, Alberta and British Columbia.

Sample copy and advertising rates sent on request

Jackson Trade Publishing Company

WINNIPEG **VANCOUVER**

More Evidence of Strength

Mr. E. A. Humphries for many years with MacLean Publishing Co., is taking charge of our Montreal Office.

Mr. Humphries not only is a man of much experience in Advertising, but has been through the practical school of retailing, which makes him strong on merchandising.

This combination assures our Montreal friends a service of a superior kind.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

Covering a Province With Two Papers

No other province in Canada offers so attractive and simple an advertising problem as Prince Edward Island—the wealthiest per capita in the Dominion. Population 100% English-speaking, 95% owning own homes, living well, buying liberally. This is why most national advertisers include P.E.I. in their schedules, and their choice of medium is always

The Charlottetown Guardian (Morning) and *The Charlottetown Examiner* (Evening)

J. R. BURNETT, *Editor and Publisher*

Member A.B.C. Write for rate Card

The Business No Longer Pays

Ottawa's Only Pawn Shop Goes Out of Business

Canadian Press.

Ottawa, March 10.—Ottawa's only pawn shop has gone out of business. L. Rose, who formerly kept the shop in question has not applied for a renewal of his license.

Asked the reason of his move he replied: "I have gone out of business because the people of Ottawa are so prosperous that the business no longer pays."

AN unfailing indication of the prosperity of any city is the volume of Business in its Pawnshops.

Ottawa is so prosperous that there is no room for a Pawnshop, and the only remaining familiar 3 ball sign has disappeared—the business no longer pays.

In no section of the country is prosperity so pronounced as in the Capital. Its citizens demand the best and have the means to gratify their desires.

The Ottawa Daily Newspapers offer a means of reaching all classes economically and thoroughly. They cover every section of the city and Dailies from outside points are, in no sense, competitors.

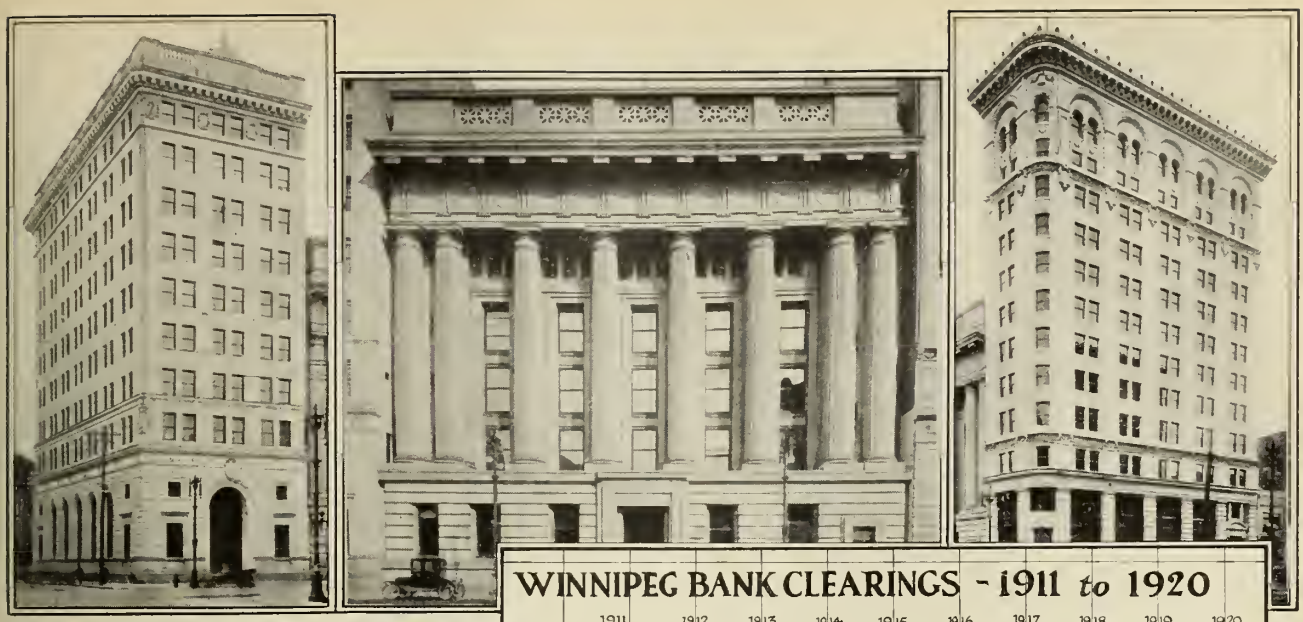
Make full use of their columns to cultivate this desirable trade.

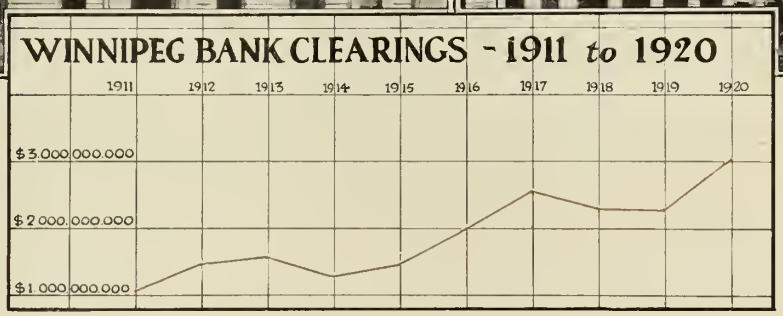
The

Ottawa Daily Newspapers

Members A.B.C.

The Morning Citizen
The Evening Citizen
The Morning Journal
The Evening Journal





The Infallible Gauge of Prosperity

NO BETTER indication of the prosperity of Western Canada can be obtained than the Winnipeg Bank Clearings for the year, which topped all previous totals. As the Commercial and Financial Centre of the West the trend of business conditions in the Prairie Provinces are immediately reflected in this City's Bank Clearings.

In 1920 the figures were $3,015,704,299, an increase of 30 per cent. over 1919. The increase since 1911, which is depicted on the chart, is over 157 per cent.

The opening months of 1921, which in many territories have shown marked declines, are particularly auspicious as far as Winnipeg Bank Clearings are concerned. The January Clearings showed an advance of fifty-four millions over the previous high January record (1920), while the February Clearings showed an increase of seven millions over the previous high February record (1920)

These figures indicate in the most certain terms that in spite of so-called "dull times" the Western Canadian is as prosperous as ever, and that business in this territory is if anything, above rather than below normal.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:

Edgar J. Guy, 302 Royal Bank Building ◆ ◆ ◆ Toronto
E.L.McArthur, 224 St. James Street ◆ ◆ ◆ Montreal

In Nova Scotia

its The Halifax Herald
and
The Evening Mail

ADVERTISING Space in The Halifax Herald is sold on the *guarantee* that The Herald has *the largest NET PAID circulation* of any morning newspaper in Nova Scotia.

Advertising space in The Evening Mail is sold on the *guarantee* that the *NET PAID circulation* of the Mail in Halifax is approximately *300 per cent. greater* than the *net paid circulation* of any other Halifax evening newspaper circulating in the same territory.

Rate Card and A.B.C. Statements Furnished on Request

Volume XV.
Number 8

TORONTO APRIL 15th, 1921

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by
W.A.Lydiatt

TWO years ago we had the pleasure of serving Dominion Oilcloth & Linoleum Company, Limited—for a small, special Campaign. When they were ready, last fall, for a Campaign to increase the sale of sanitary, washable, floor coverings throughout Canada, it was *The Advertising Service Company* they called in.

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

You Can't Strike Oil by Digging with a Pick

You may find a trickle to indicate the wealth that lies beneath the surface, but to get oil in paying quantities you must sink a well.

It is the same way with Audit Bureau Circulation Reports. A glance at the first page only indicates the wealth of information which lies within

—and that wealth of information is obtainable by every advertiser, advertising agency and publisher affiliated with the A. B. C.

The modern Space Buyer is going to throw aside preferences and prejudices and dig deep in the merchandising value of every publication which appears on his schedule. He's going to make an advertising dollar work harder than it ever worked before.

Scientific Space Selection will be his creed.

To jot down figures on "Net Paid Circulation" will no longer suffice. How that circulation was obtained, where it goes, to whom it goes, and why it goes, must all be answered before white space is purchased

—and with a copy of the A. B. C. Publisher's Statement, the Auditor's Report and a copy of the publication on your desk, you have concise, authentic information which will enable you to sink a well of facts down to the levels of paying merchandising.

It is the scientific way to the intensive results you need to-day. To know ALL that you can about a medium, you need ALL the pages of its A.B.C. report.

Audit Bureau of Circulations

202 South State Street Chicago · 347 Fifth Avenue New York

A Page With MACLEAN'S

IT is the type of people who read MACLEAN'S MAGAZINE that forms the very backbone of consumer demand in Canada.

It is a fact that MACLEAN'S makes its strongest appeal to people of means and education—families who are financially able to buy merchandise which they see advertised. They are the "leadership" families to whom other families look for guidance in civic and social affairs—and in their purchases. The retail merchant's choice of goods is influenced largely by the preference shown by his half-dozen best customers—the "big" people in his district. The other customers take what the dealers offer them.

"The Leadership Families"

Here is a vocational analysis of the 47 subscribers secured in one week by one of our subscription representatives working in Ontario.

7. Bank Managers	2. Manufacturers
7. Barristers	1. Teacher
6. Retail Merchants	2. Physicians
2. Ministers	1. Civil Engineer
11. Managers and Executives	
8. Salesmen, Clerks and other workers	

This offers a clear-cut indication of the type of Canadians subscribing to and reading MACLEAN'S—Canada's National Magazine: solid substantial, influential families. They are good buyers themselves and they "mould the demand" in every community.

From Coast to Coast They Praise MACLEAN'S

The following letters are typical of the interest displayed toward MACLEAN'S, from coast to coast:

"I find MACLEAN'S, to my way of thinking, the best magazine published on the American continent."
H. O.
Kentville, Ont.

"The entire household read each number with great pleasure. Each member finds something of special interest and benefit in its various departments."
Mrs. J. H.
Owen Sound, Ont.

"MACLEAN'S MAGAZINE is going ahead by leaps and bounds. No Canadian home should be without it."
R. L. C.
Winnipeg, Man.

"I wish to express my appreciation of this wonderful magazine, and would like to see it in every home in Canada."
W. T. B.
Vancouver, B. C.

Further Proof of Leadership

The "pulling-power" of a publication can be judged by its advertising lineage. The growth of MACLEAN'S is proof of its popularity with advertisers. This leadership applies to every classification of advertising. The 1920 lineage statement as compiled by "*Marketing*" is extremely interesting:

Maclean's Magazine	643,760 lines
Second Magazine	326,668 lines
Third Magazine	306,238 lines
Fourth Magazine	277,956 lines

For the year 1920 MACLEAN'S shows an increase of 48 per cent. *—a three times greater gain than any other Canadian magazine.*

In 1920 MACLEAN'S lead put it 97 per cent. ahead of the nearest follower and put MACLEAN'S MAGAZINE in the unique position of carrying *more paid advertising than any two other magazines in Canada combined.*

Reader Interest is Responsible for the Pulling-power of MACLEAN'S

Circulation is valuable to advertisers in proportion to the responsiveness of readers. Readers of MACLEAN'S are responsive to its editorial appeal—and to the advertising it carries. The above lineage statement and the letters received from readers offer convincing proof of the facts.

MACLEAN'S gives its readers the best that the world has to offer—the type of material that high-grade American magazines are anxious to obtain. MACLEAN'S stands on a level with any of the finest general magazines published anywhere.

That is a strong statement. The magazine itself substantiates its Look over the list of contributor. —many famous names here:

Frank L. Packard, Arthur Stringer, Arthur Beverley Baxter, Pelham Grenville Wodehouse, Agnes C. Laut, Don Marquis, Arthur Heming, Margot Asquith, H. Weston Taylor, R. M. rinkerhoff, Arthur William Brown, C. F. Peters, W. B. King, Basil King, G. K. Chesterton, Stephen Leacock, Robert W. Service, Sir Gilbert Parker, W. A. Fraser, C. W. Jefferys.

MACLEAN'S—First

It is a logical move to place MACLEAN'S *first* on all Canadian advertising lists—to use it consistently, in a big way, as the backbone of your campaigns. MACLEAN'S stands alone—it is a solid foundation or base upon which to build a successful campaign in this country.

Keep ALL the facts about MACLEAN'S in front of you. We will supply information at any time.

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

143-153 University Avenue.
Toronto - Canada

Plus Value in Ottawa for National Advertisers

¶ No city of its size in Canada can vie with the Capital in the volume and effectiveness of the Local Retail Store advertising carried in its two great dailies.

¶ The merchants of Ottawa have, long since, learned the value of the National Advertisers' Publicity.

¶ Their appreciation is evidenced to a marked degree by their liberal use of advertising space in the local newspapers, and by their co-operation in the form of window and counter displays.

¶ Back of their efforts is the whole-hearted support of the splendidly-equipped Promotion and Service departments of the Ottawa Dailies.

¶ Many National Advertisers have availed themselves of the Service these Departments are prepared to render, and have found them perfect connecting links between themselves and local merchants.

¶ Correspondence from any firm who plans to enter the Ottawa field is invited.

¶ The fullest information on local conditions and possibilities is always available.

Address the Service Dept. of either of the

Ottawa Daily Newspapers

The Morning Journal
The Evening Journal
The Morning Citizen
The Evening Citizen

Proof-sheet No. 21

Why Do You Buy *The London Free Press* Brand of Space ?

This is the Tube
Why do you buy a particular brand of tooth paste ?
Is it because of a nice flavor?
Do you feel that it must taste like medicine?
Does it prevent decay?
Does it keep the mouth sanitary?
Does it keep the gums healthy?
Does it clean the teeth?
Is it because of price?
Or, have you proved its efficiency?
Let us set you right
An efficient dentifrice does more than just clean the teeth.
It destroys decay germs, and keeps the gums, mouth and breath sanitary—healthy
Minty's Tooth Paste 35c
is 100 per cent efficient
There's a test report with each tube. You can make all the other tests and prove that Minty's also—
Has a delightful flavor.
Has a remarkable lasting after-effect.
Gives a wonderful refreshing feeling.
Keeps the gums firm and healthy.
Keeps the teeth white and clean.
Makes an excellent mouth wash.
Is the most economical of all dentifrices.
Turns an unpleasant duty into refreshing pleasure.
Get a tube and make these tests now. We will gladly accept your decision for or against Minty's.
Insist on Minty's—there's no "just-as-good" A truly Canadian product that means—
"Tooth Health Insurance for less than $1 a year"
30-Day Trial Tube

Reduced from large size

—First of all because The London Free Press is a bright, clean, intelligent newspaper conducted along modern lines.

—Secondly, because London Free Press readers are residents of a prosperous, thickly populated territory in Ontario that forms a market of unusual purchasing powers.

—Thirdly, because The London Free Press for more than seventy years has upheld leadership in Western Ontario throught its ability to produce results.

Palmer's Limited, in advertising Minty's Toothpaste chose The Free Press as their exclusive medium in London—another large national advertiser who has made a big success in The Western Ontario market.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

Get the *Facts* About the

Western Family Herald and Weekly Star

and the

Eastern Family Herald and Weekly Star

The Family Herald and Weekly Star is NOT an "Eastern Canada" journal nor is it a "Montreal" journal any more than the Canadian Pacific Railway could be claimed as a Montreal railway. The Family Herald and Weekly Star is a national institution with as close affiliations in the West as in the East, with a broad understanding of the existing conditions in every province from Atlantic to Pacific, and with the goodwill of the progressive type of farmer in all sections of the Dominion.

The fact that this journal is published in Montreal has no bearing on its merits as a farm paper and advertising medium for Western Canada. Publishing the Family Herald and Weekly Star in Winnipeg or Calgary or Vancouver would not alter its character—a character so distinctive and yet so difficult to define—a character that has built up and maintained a circulation more than double that of any other farm journal in Canada.

The circulation of the Family Herald and Weekly Star in the Western Provinces of Manitoba, Saskatchewan, Alberta and British Columbia, is equally as valuable to advertisers as the circulation in the East. For this Western Division a separate edition of the Family Herald and Weekly Star is issued and mailed to reach subscribers on the date of publication. **Thus it becomes in reality a Western farm paper and is sold separately as such to advertisers who cater to Western business exclusively.** An analysis of the Western circulation demonstrates that it covers every county and reaches **every fourth farm home** in the Prairie Provinces and British Columbia. The cost of advertising space in the Western Family Herald and Weekly Star is 30 cents per agate line ($4.20 per inch). **The cost of one line of advertising in one million copies of the Western Family Herald and Weekly Star is only $4.51 compared with an average cost of $7.72 for seven farm journals published in Western Canada.**

The same rate applies to the Eastern Family Herald and Weekly Star which covers Ontario, Quebec, Maritime Provinces and Newfoundland, having in this Division **twice the circulation of any other farm journal.**

Thus in the Family Herald and Weekly Star advertisers have the choice of three different propositions:

1. **The Western Family Herald and Weekly Star at 30 cents per agate line.**
2. **The Eastern Family Herald and Weekly Star at 30 cents per agate line.**
3. **The combined circulation of all editions, covering every province, county and township in Canada, at 50 cents per agate line.**

Circulation Exceeding 150,000

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

Established 1870

MONTREAL, CANADA

Branch Offices and Representatives:

Toronto Winnipeg New York Chicago London, Eng.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 8 TORONTO, CANADA APRIL 15th, 1921

BETTER BUSINESS LETTERS*

2. Four Cardinal Rules for Successful Letter-Writing

Continuing the article in March 15th issue, the prime importance of visualization is further emphasized. Simplicity and avoidance of dramatics also important. More good pointers for correspondents,

Written for Marketing by Louis Balsam

IN our last article we said that visualization was important. In fact, we went farther than that, saying that visualization is the cornerstone of all successful letter writing. It is. There are many who give it different names, such as humanizing, sympathy, and a host of others, but when we sift all these down to their final analysis, we learn that the real big factor behind the names is the simple one of picturing the person that is to receive our messages.

Several years ago there lived on a small farm in Southwest Canada, a young man. He owned a very fine Scotch terrier pup and a young jackass, about two years old. The jackass was of a very jealous disposition. Every time he saw the master, in the home, fondle the dog, it nearly drove him wild. So the jackass decided that he, too, would win the master's affection and caresses. He lay awake nights trying to solve the problem. At last he found a solution! He had figured out that the real reason the master loved the dog so much was that the dog got close to the master, by jumping into his lap.

Once, having discovered the "reason," it took him no time to follow a similar procedure. That evening when the master came home pretty tired from work, and sat down on the bench, outside of his home, for a rest, the amiable jackass clutters up in a frisky, friendly way and planks himself squarely into his master's lap.

Naturally, it nearly killed the master, who lost no time in picking up the nearest cudgel with which he beat the poor jackass over the head until the latter nearly died.

The poor quadruped is still wondering why things didn't work out according to schedule. Do you know what the trouble was? *The Jackass failed to visualize the circumstances surrounding the master!*

Had he put himself into the master's place, to carry out our point, he would have instantly realized the difference between his preponderous bulk and that of the 10 lb. dog, in their effect upon the master.

So many of us are exactly like this jackass when it comes to understanding the effect things we say in our letters may have upon the recipient.

So many of us send out lumbering twelve-hundred pound, unwieldy letters to people whose minds have been attuned to delicate, gentle, lightweight epistles and none other.

So many of us fail to visualize the other fellow.

Value of Visualization

Visualization has many aspects. The writer who really tries to put himself in the reader's place, for example. never makes the mistake of assuming a belligerent, defensive attitude in his correspondence.

Yet, most business letters of today, especially those in the adjustment and collection end of the business, are replete with this fighting, defensive spirit, that in the very nature of things can never hope to do more than antagonize the reader; or what is much worse, from a business point of view. leave him utterly indifferent. Is it very difficult for you to recall letters that you have received within the last month, that have tended to make you feel that you were not trusted? Have you ever received letters, totally unwarranted, that gave you to understand pretty definitely that the writer was going to be very sure that you didn't put one over on him? If you haven't, you are decidedly unusual, because letters of that nature are received as a matter of course by businessmen everywhere.

Three weeks ago this letter was sent to one of the most influential drug merchants in Chicago, by a concern with whom he had been doing business for over twelve years. The interesting thing about the whole affair was that this man's account had been in excellent condition, for he makes it a practice of discounting all his bills promptly. It so happened that through some mistake, one of his small bills escaped attention. The correspondent, coming upon the account and failing utterly to visualize his man, sent this letter:

Blank Drug Co.,
Chicago, Ill.

Gentlemen:

There is a balance of $4.21 on our books, still owing us from you. We don't understand why you have let this small sum drag along, and would suggest that you send in a check immediately in order that we may take this matter off our books. We cannot afford to be sending out bills for such sums as this any more. Please do not expect us to write another letter, but kindly remit at your earliest convenience."

Yours very truly,
S. B. & CO.

Is there any need for us to have any conclusions pointed out in this

*These articles copyrighted 1921 by W. A. Lydiatt

letter? Doesn't it speak louder than anything we could say or do as to the need of helping those that write our letters, learn the art of visualization?

Length of Letters

In the past three or four years, there has been a great deal of talk about "one page letters." "Experts" have gone so far as to say that no letter should exceed one page in length. Thousands of men have swallowed this dictum without thinking. The results of their letters would be funny were they not so actually pathetic. The statement that a letter should not go over one page, is so utterly ridiculous that it hardly deserves more than passing comment, were it not for the fact that so many had swallowed that half truth, hook, line and sinker.

In these hurry-up days, there is a very grave danger that we may mistake the means toward an end, for the End itself. There is a very decided difference between a brief letter and a curt letter, that is well worth serious attention.

Brevity requires study and thought. Any fool can be curt. The trouble with letters that are boiled down too much is that they assume, whether they intend to or not, an impatient, indifferent air that is bound to react unfavorably in the mind of the reader. Lack of visualization, more than any other thing, is often the cause of mistaken condensation.

A popular English writer once said, "One of the strange anomalies of human beings is the fact, that while most men are really honest at heart, they find it rather difficult to believe that the majority of their fellow-beings possess the same rare quality." Just how true this is it would be difficult to say, but it is a fact that a pitifully large number of letters that leave most business offices today, seem to go on the assumption that the customer is watching every opportunity to take advantage of us. This was particularly true during the last several months, when cancellations became the general order of the day. It is true that there were customers here and there that didn't hesitate deliberately to lie about their goods, only to have their shipment taken off their hands.

The whole situation was tense. Distrust and suspicion became the order of the day. Naturally all these things found their way into letters, and will continue to leave their evil effects for a long time to come.

There were many instances, though, as facts have shown in the few months wherein absolute sincerity prevailed. You probably can recall dozens of instances right in your own business, wherein conditions made it utterly impossible for customers to retain the goods that they had contracted for when the boom was on, without going into bankruptcy now.

It was just in such crises that the right kind of letters, expressing a sincere belief in the honesty of the other fellow, have done a great deal of good. In countless instances these letters have actually prevented cancellation, because the writer took pains enough to visualize the other fellow and to study his problem, from the other side of the fence.

Right here, it might be well to interpolate the thought, that very often the things we do in out letters today, lead the way for results that may not manifest themselves for months later. There are some concerns in the United States, that actually plan letter campaigns and even routine letter policies a whole year in advance! Yes, indeed, foresight is visualization of a very desirable kind.

The whole attitude of distrust, and suspicion, that we have just stressed, is, unfortunately, not peculiar to unusual times. It has been with us ever since man began to do business. But it really deserves no large place in commercial dealings of today. Some of the finest commercial institutions in the world, have made and are making millions and millions of dollars yearly because they act on the principle that the great mass of people *is* honest.

This is the second article in the series by Mr. Balsam, continued from the March 15th issue. Other articles in the series to appear in later issues are:

"Indifference—Its Effect on Your Daily Mail."

"The Spirit of Service—and your Daily Mail."

"Good Will—Do Your Letters Produce It or Destroy It."

"Five Successful Sales-Letter Tactics."

"Eliminating Sales Resistance in Letters."

"Collection Letters—Their Effect on Sales."

"Co-Relation of Correspondence—Tying up the Letters of Various Departments to Form a Logical Unit."

"Effect of General Reading on Your Business Letters."

"Spreading the Gospel of Better Letters in Your Office."

Bring these articles to the attention of everyone in your office who writes letters.

Most People Honest

One institution that did over a million dollar's worth of business a day, last year, found, through years of painstaking experiment, that over 95% of their customers were absolutely honest. The 5%, being negligible, were wisely dropped from the list, where possible, or treated as though they were honest.

The simple truth is that of the nearly two hundred million people on this continent, and in fact, the nearly billion people in the world, the overwhelming bulk can be implicitly relied upon in all normal circumstances.

It is only when men are driven to the wall in complete despair, or when they have been down and out, and, suffering under immense handicaps, that they depart from square dealings that in these days is usually an inherent part of their make-up.

Here again, the whole thing is largely a matter of visualization, isn't it? If more letter writers would try to think just a little bit into the problems of the other man and to understand him, they would have no difficulty of finding out very quickly that the attitude of distrust that creeps into so many of our letters, is totally unwarranted.

Isn't it a fact that once we really understand the other fellow, we begin to appreciate his fine points, in social contact; the same thing holds true in letters. Once we put ourselves into his place, at least in the place of 95% of our fellowmen, we wouldn't write letters that make the readers feel that they are crooks. It is an old, old story, but worth repeating, that the more we appeal to the higher and nobler motives of mankind, the more often do we find a similar response, and the more do we live in harmony with our fellows Never was this truer than it is of commercial letters of today.

Leave Out Non-Essentials

The next time you receive a letter that begins something like this:—"Your favor of the 16th to hand, and contents carefully noted, and in reply beg to state, etc., etc.", ask yourself if the person who wrote it really tried to visualize you and to talk in terms that mean something to you? It is a fact that padded beginnings in these days, when minutes mean so much, are really unkind. They are unkind because they show a lack of consideration for the only truly valuable thing your reader has his time. There isn't much more to life than time, and what we make of it. For that reason, every second we deprive another man of, through

making him wade through a lot of piffle that means absolutely nothing, is just that much time stolen from his existence. We have absolutely no right to do this.

Some of us have a tendency to repeat in the first paragraph of our letter a resumé of what the other man put into his correspondence. The simple fact that most men call for their file, when a letter of ours reaches them, is sufficient evidence to show that in at least 95% of the cases it is altogether unnecessary and really a waste of time to spoil the first paragraph of our letter, by rehashing what someone else has written in his.

Today, when more and more letters are making specific requests that we refer to certain numbers or certain letters in our reply, what is easier than simply to place these numbers of figures directly under the date? Here is a simple device that has saved many and many a useless sentence: Re letter of 3-25-21. Simply put those few words, which embody the date of the other man's letter, under your own date line. Then you have your first sentence and often your first paragraph free for some vital, living facts that mean something to both of you.

Is it really logical for us to tell a man that his letter has been received? Could we answer his letter if we didn't get it? Then why do most of us do it? You've got me. I dunno.

Why tell a man the ridiculous fact that you have noted his contents carefully? It seems to me that this is really an insult to one's intelligence. Anyone, sending us a letter that is at all worthy of our attention, confidentially expects that we will note the contents if for no other reason than ordinary business courtesy. This applies particularly to those letters that we answer. The others speak for themselves. If we can't take it for granted that the man who gets our letter and *answers* it has read it carefully, why should we waste our time sending it to him?

Direct to the Point

We can't reiterate too strongly the fact that the opening sentence of our correspondence is perhaps the most vital factor in the entire letter. Most business men, and especially most executives, unconsciously, allow a minute or two reading time to each letter they receive. That is why the letter that starts out with something alive, and worth while has a much better chance for success and is much farther removed from the waste basket, than the one that deals with the ordinary drivel.

The best way to start a letter is to start it. Let me illustrate: If one of your customers, who sent in a complaint to the effect that he failed to receive, let us say, two dozen carburetors, we should assume, at least, that he is interested in two things only. First, what are we going to do about it and second, *when*. If the average correspondent, receiving a complaint letter, would only put himself into the other man's shoes, a great deal of correspondence misery could be saved. Instead of that, here is how most complaint letters are answered: "Yours of the 16th, regarding the two dozen carburetors, that you state were lost in shipment, at hand and contents duly noted. In reply to same we beg to state, etc., etc." How do you think the average man feels when he gets a letter that he is waiting for eagerly, with an opening of that kind? Of course, if he is polite and there happened to be a customer or two about when he reads the letter, he merely confine his profanity to looks. In all seriousness, though, he is anxious to know what's going to be done but very often gets no staisfaction until he has plowed through nearly two-thirds of the letter.

Instead of that, it isn't very difficult to see how much more satisfied he would be were he to get the information he wants right off the bat, as the saying goes. Don't you think it would serve our purpose better if we started that particular letter something like this:

> "Two dozen carburetors were put aboard No. 10 train for Bloomington this morning. They are, doubtless in your possession by now and will serve to replace those that failed to reach you."

The whole point here is this: That the letters that bring in the greatest results, the letters that develop genuine good will, the letters that tie the customer to the house in the strongest possible links are those that visualize him. They are usually the letters that show enough understanding of the reader to believe that he wants facts and worth while data as soon after he opens his letter, as possible. The letter that gives it to him is the one that wins his sympathetic interest. It does more than that. It immediately stamps the house from which it eminates, as one decidedly worth doing business with.

And here is another point that too many letter writers overlook: A muddled, sloppy, cumbersome beginning often influences the reader's frame of mind so that he cannot help feeling that the rest of the letter, no matter how good it may be, is barely worth reading. On the other hand, those letters that show an appreciation for his time, naturally, put him into a good frame of mind so that he is inclined to give favorable attention to whatever else you have to say in that letter. Here are two sales letters. Which one would influence you most:

This one?

Dear Sir:

Every one, some time or other, during his days' work, uses writing ink. There are a great many standard inks on the market—some good, some bad, some indifferent. Which kind do you use? It isn't often that busy men, like yourself, know much about the quality of inks; that is why we should be pleased to have you read the enclosed folder to give you an idea of how good our inks really are.

Our inks are considered standard and are made of very fine materials. The price is unusually reasonable, and we should like to quote you on quantity lots.

Hoping that we may have the pleasure of hearing from you, we remain.

Yours truly,

Or this?

Dear Sir:

You probably know something about our writing inks, either through your own experience or through hearsay. For over thirty years the keenest purchasing agents in America have made us their ink headquarters. The enclosed folder will give you some details that you, as a buyer, can use.

At your say so, we can ship you any quantity, from a dozen small bottles to as many gallons as you may need, at the following prices:

Half Pints.....$———per doz.
Pints.....$..... "
Quarts.....$..... "

You needn't bother writing a letter. Simply check the quantity you want on this message; sign your name; mail to us and we will do the rest. How can we best serve you?

Yours truly,
———Ink Co.

Is it any wonder that the latter letter brought in nearly twelve times the results of the former? You see, it tried to picture the man who received it. It dispensed with a platitudinous beginning and meaningless openings. It did not deal in generalities nor give vague details about prices. It stuck pretty close to facts and did so in a helpful cooperative way that is bound to attract attention.

Right in line with this idea of unnecessarily rehashing any man's letter or with starting your correspondence with dead weight, comes the age old plan of wasting your reader's time by telling him that you wish to tell him something. I have seen thousands and thousands of

(*Continued on page 276*)

MURRAY ATTACKS AUDIT BUREAU

Strange mixture of compliments and subtle suggestions mark recent Murray bulletin seeking to discredit Audit Bureau of Circulations in Canada. Devoid of any facts to support its slurs, its source renders it wholly ineffective.

THE self-constituted, heavily-subsidized "moulder" of public opinion in Canada, G. M. Murray, has run across a real stumbling block in his efforts to direct the editorial policies of Canadian newspapers by controlling a substantial portion of their advertising patronage.

His scheme looked good a year ago to one who regarded advertising as "patronage" or largess to be doled out to needy publishers as reward for behaving themselves in a political sense. But it has slowly penetrated his moulding mentality that the placing of a great deal of advertising is now dictated solely by business considerations — in other words, that the buying of advertising has been put on a business basis. Most advertisers have reached the point where they refuse to buy "unknown quantities," even to further the political schemes of G. M. Murray and his backers.

He seems to have been a long time discovering that the cause of this unexpected attitude of so many advertisers, and the basis of the independence of so many publishers, is the Audit Bureau of Circulations. The A.B.C. interferes with the success of his plans, damn it! So he launches a characteristically despicable attack upon it, under date of March 23rd last.

He regards it with suspicion, though forced to admit that it has done a great work in standardizing circulation data, enabling the advertiser to judge values more intelligently. "Prior to 1914" he says, "there was practically no way of checking up the unscrupulous publisher who claimed a circulation far in excess of what he really had. The A.B.C. has reduced the buying of space (only in the publications of its publisher-members, of course) to something approaching a scientific basis." This is where it hits Murray's scheme, you see, because the A.B.C. has made it difficult for "unscrupulous publishers" to get the advertiser's money—despite Murray's control (?) of advertising appropriations.

But, just because an organization has done good work is no reason why it should not be criticized, he says—and he endeavors to discredit the A.B.C. by sly questioning of the integrity of its management and publisher-members.

"There is a question," he argues "as to the propriety of those whose circulation figures are to be audited, forming themselves in an audit bureau and virtually auditing themselves. One cannot get entirely away from the feeling that the audit of a publication whose proprietor is a director of the A.B.C. may not be quite as independent as it should be." Yet he has never heard any suggestion that any publisher-director has ever abused his authority, or tried to influence in any way the reports upon his own publication, or the reports upon the publications of his competitors. Where, then, is the basis for his "suspicions?"

He admits that this objection may appear trivial, especially when it is recalled that there are only eight publisher directors on a board of twenty-one—as against 1441 different publications audited for the sixteen months ended August 31st last. But he fears that advertisers may lose confidence in the independence of A.B.C. audits, nevertheless. He goes on to review several complaints concerning audits of certain publications in both the United States and Canada, arguing that, "Operated as it is on a membership basis, the A.B.C. will naturally wish to avoid causing embarrassment to a publisher that supports it so generously."

Mr. Murray, probably purposely, overlooks the fact that the publisher member's dues are not contributions or gratuities or for "support," but are to pay the cost of the audit. No publisher "supports it generously" —his dues being based on the cost of making the audit of his publication. In this respect the A.B.C. is in the same position as the auditor who is employed by a manufacturer to make an audit of his books. Because the auditing firm is paid a few hundred or few thousand dollars by the manufacturer he is not regarded as "supporting it generously" nor is the auditor any the less independent. The bank may require that an audit be made. If the auditor enjoys the confidence of the bank, and his report is acceptable to the bank, it will be paid for by the manufacturer.

It was only when it was clearly established that A.B.C. audits would be accepted by a considerable number of advertising buyers that most publishers "took out memberships." When A.B.C. audits cease to be acceptable to the majority of advertisers, if ever, it won't take long for publisher-members to drop it.

"If the real object of the A.B.C. is to place the buying of space on a basis of known value" says Murray, after conceding that it has accomplished this object, then "is it not at least partially defeating its purpose by restricting its audits to such publications as take out membership? If its reports are primarily designed to serve the needs of the advertiser, why stand in the way of that advertiser obtaining reports upon publications, which for reasons satisfactory to themselves, prefer not to take out memberships? The advertiser would like it infinitely better if he could secure from every publisher a circulation audit statement drawn to a standard form. As it is, only about 7 per cent. of Canadian publications are able to produce such an audit. If there was no formality about membership, if all a publisher had to do to secure a standard audit was to fee a standard auditor, the number of audits would in all probability increase very rapidly."

Would they, indeed? Perhaps Mr. Murray will explain just how the A.B.C. is "standing in the way" of advertisers obtaining reports on all publications. The only formality that stands in the publisher's way is to say he wants an audit, and agree to pay the cost. If he refuses to permit an audit, as some of Murray's publisher-friends do, what can the advertiser or the A.B.C. do about it? Advertisers can only do as so many of them are doing, and refuse to buy any but audited circulations. The A.B.C. can do nothing, but what it has done by endeavoring to show the publisher the advantages of an audit.

Murray's statement that only 7 per cent. of Canadian publications are able to produce an A.B.C. audit is entirely misleading. The general advertiser and agency, whom the A.B.C. is organized to serve, are only interested in daily newspapers, magazines and farm papers, and to some extent trade, technical and

certain class publications. Now what are the facts? That 90 per cent. of our daily newspaper circulations over 3,000 are audited by the A.B.C., and that a similar proportion of all the magazines and farm papers are audited by the A.B.C., while an increasing number of trade and technical journals are submitting to the audit. More will do so when advertisers insist on it.

In fact, a greater proportion of the newspapers, magazines and farm papers in Canada are audited by the A.B.C. than in the United States, few publications of any account now refusing to permit such audits.

It may fairly be said that many Canadian publishers were persuaded to secure an A.B.C. audit, in the first instance, in order to meet the demands of their advertiser-customers in the United States. They recognized the advantages of a standard form of audit, uniform all over the continent, and welcomed the organization of the Bureau, in which they have been represented from the very beginning.

The demand for a Canadian auditing organization arises very largely from the desire on the part of a few publishers for a less competent or less rigorous and searching analysis of their circulations. They are not able to boss or influence the A.B.C. as they probably think they might dictate to a smaller local organization more dependent on their support. Undoubtedly Murray would prefer that advertisers should get less satisfactory information about publications. He would like to become the sole source of information about Canadian publications—so that he might the more effectively control or influence the selection of publications by advertisers. So it seems only in keeping with his general habit of mind to wave the flag a bit and advocate the organizing of a Made-in-Canada audit for publishers.

If he is sincere in this, let him go ahead and organize another bureau to control the business end, as he now assumes to control the editorial end, of Canadian newspapers and other publications. Let him see how many advertisers, and how many publishers, are disposed to accept his kind of an audit as more disinterested and less open to suspicion and criticism than are A.B.C. audits.

A copy of Murray's bulletin was sent to Mr. Stanley Clague, Managing Director of the Audit Bureau of Circulations (a co-operative organization of Canadian and United States Advertisers, Advertising Agents and Publishers) calling attention to the pussy-footing praise and distortion and ignorance of facts which characterize it. In reply, Mr. Clague writes MARKETING as follows:

"I do not know how wide has been the dissemination of this so-called Bulletin, but if only one advertiser throughout the Dominion has been influenced by its misrepresentation, I feel that you and we have not only the right, but it is our duty to publicly protest against the continuation of such destructive propaganda.

"It has been the boast of the members of the Audit Bureau of Circulations that there is one organization on the North American Continent in which there is not even an imaginary line between the Dominion and the United States. In this matter of honesty in circulation we are united. For six years we have worked together shoulder to shoulder to fight the circulation liar, and we have so far succeeded that advertisers, agents and publishers have been benefited beyond the dreams of the founders of the first institution in the world to secure for the honest publisher the confidence of advertisers and advertising agents.

"Our only fear has been that sinister influences, operating through misguided occupants of positions of so-called authority, would so becloud vital issues through distortion of minor details, that those in real authority, not having the time or inclination for extended investigation, would be misguided to their own final disadvantage.

"This applies to the United States as well as to the Dominion.

"It is fortunate that in the United States these sinister influences have had no effect. And I know that eventually such influences will fail in the Dominion, because I know that the fundamental soundness of this great co-operative movement must and *will* prevail.

"It *is* unfortunate that these mendacious and destructive influences should endeavor at this time to retard the advance toward ultimate truth in circulation, when not only the Mother Country is adopting the principle of the A. B. C., but Australia and other countries are endeavoring to establish co-ordinate institutions which may eventually develop into a Federation of Audit Bureaus of Circulation, embracing the civilized world.

"I have before me the latest issue of the *Advertisers' Weekly* of London, in which I had the honor to present to the Advertisers, Advertising Agents and Publishers of the United Kingdom my recommendations concerning the organization about to be formed for the determination of 'Net Sales' of publications in Britain. In the same issue is an announcement, issued through H. T. Humphries, Esq., General Secretary of the Incorporated Society of British Advertisers, Ltd., concerning the adoption of the American (and when I say 'American' I mean Canada as well as the United States) plan for circulation verification through the formation of an Audit Bureau of Circulations for the British Isles.

"In the editorial announcement concerning my recommendations there appeared in the same issue a complimentary reference to the fact that I had lived in England until I was twenty years old.

"There was no appeal to insular prejudice to reject the propaganda of the establishment of a British A. B. C. on patriotic grounds. Naturally, that institution must be independent in its organization, because of distance and lack of relating interests. But the two organizations in the Old and New Country will be inter-dependent, for while its correlating interests are slight at the present hour we hope and believe that the time will come when not only British but other European interests will be more securely bound together.

"With Canada and the United States it is different. Our ties are closer. Our advertisers use your mediums. You use our mediums. Our aims and aspirations are identical.

"But this appeal, through the mendacious distortion of facts to Canadian advertisers to disrupt the harmony existing for six years between the Advertisers, Advertising Agents and Publishers of the Dominion and the United States, is based on 'patriotic grounds'.

"If the Advertisers, Advertising Agents and Publishers of Canada desire to 'go it alone'—why, God bless you, the A. B. C. will be glad to see a strong, husky off-spring in the Dominion. The cost will be considerably greater for Canadian publishers, advertisers and agents, and there will be less contact between the various branches of our profession which I should regret. But 'go it alone' if you so desire, and I guarantee that you will have a full measure of co-operation from headquarters.

"Please understand clearly that the A. B. C. does *not* desire this severance of our pleasant relationship. We have the greatest confidence possible in Canada and in Canadian institutions. During the stress and strain of the past few years we have shown this abiding faith by investing the dues of Canadian membersnips in Canadian Government bonds. Despite the rate of exchange we have not increased the dues to equalize the exchange rates, but have paid most of the expense from United States funds, believing that the time is not far distant when our confidence will be vindicated. From this you will see how much confidence we have had and will have in our real friends in Canada.

"I shall not attempt in this letter to defend the activities of the Bureau. They must speak for themselves.

"I merely wish to say in conclusion that if any organization desires to crucify its competitor, or if any publisher attempts to use pressure through another organization on the A.B.C., the attempt will be futile, *no matter what the avenue selected*. The A.B.C. has in the past been faithful and fearless. It is so now, and will continue to maintain this position, not only while I am Managing Director, but, I hope, as long as the A.B.C. flies its flag in the cause of honest circulation.

"The A.B.C. is an *American* institution. It was started as an American institution and I have the utmost confidence that it will continue to be embracingly American."

The "demand" for a Canadian auditing organization, will have to be advocated on better grounds, and sponsored by different individuals than G. M. Murray, before it can make any considerable headway and before it will be given the confidence of many advertisers, either in Canada or the United States.

PUBLISHER SHOULD NOT PAY FOR SERVICE AGENCY RENDERS TO ADVERTISER

Foremost agency on continent endorses contention of Association of Canadian Advertisers that payment for agent's services should be controlled by advertisers. Others hold similar views.

INTEREST in the discussion of ageney relations continues to grow. Wherever advertisers or agents or publishers get together this is the question most warmly debated.

It is pretty generally admitted that more strict regulation of ageney praetice is absolutely neeessary. That the commissions paid by some publishers are too large, and that the demands for more commissions so strongly put forward by certain ageneies during reeent months are preposterous, is disputed only by the particular ageneies eoneerned. Most of the agents are agreed that ehanges are desirable—but do not suggest, if indeed there is any agreement, as to exaetly what regulations would remedy the abuses whieh exist. Most advertisers have no hesitaney in expressing the opinion that payment of agents should be absolutely under control of the advertiser. Most publishers seem disposed to be more eonservative, when they are eourageous enough to express any opinion. They hesitate to advoeate any ehange in an arrangement whieh seems to have worked to their advantage, despite the abuses which they have been powerless to prevent.

Speaking generally, opinions revolve around three views of the agent's relations:

1. That the agent is the representative and in the employ of the publisher, is paid a commission to solicit and develop general advertising and to render copy-service to the publisher's customers.

2. That the agent recognizes the advertiser as his client, whom he serves in the capacity of purchasing agent of advertising, in an advisory capacity, and that his remuneration should therefor be subject to arrangement between advertiser and agent.

3. That the agent serves BOTH publisher and advertiser, and that "commission" paid by publishers should represent the agency's value to the publisher as a "wholesaler," and that special services now commonly rendered advertisers by agents should be paid for by the advertiser.

The last-mentioned might be regarded as a eompromise view—recognizing the soundness of many of the arguments in support of 1 and 2 and adjusting them on a reasonable basis. It is elearly explained in a letter to MARKETING from N. W. Ayer & Son, one of the oldest and most highly respeeted ageneies in Ameriea, a eopy of whieh letter has been sent to Canadian publishers generally.

Probably nine publishers out of ten would name N. W. Ayer & Son as representing as nearly as any the ideal of what any ageney should be, as working in the best interests of publishers yet serving most admirably the best interests of advertisers. Their views will, therefore, be highly regarded among publishers as seeking to advanee the best interests of all three parties to advertising transaetions. The Ayer ageney frankly reeognizes the "evils whieh beset the advertising business to-day and believes that for the good of advertising it seems desirable that there should be a elearer understanding of responsibility in the relations between publishers and advertising agents." The letter eontinues:

"Some 18 years ago N. W. Ayer & Son reached the conclusions THAT agency relations were capable of a better interpretation than any then recognized; THAT we could best serve publishers and ourselves by devoting all our energies to making advertising pay the advertiser rather than in specific endeavor to secure business for any paper or papers; and THAT thereafter it should be the sole business of this agency to serve its clients. Naturally the basis of remuneration for this service then became a matter of mutual agreement between our clients and ourselves. None other than we could know the cost of the service. None other than the client could judge its value to him.

"Forty-eight years' experience has confirmed to us the value and soundness of this principle. No more now than in 1873 do we concede the right of a publisher to fix the rate of remuneration which our clients shall pay us for our services. That is not the publisher's responsibility.

"On the other hand, it has been our policy never to attempt to influence the rate of discount allowed by publishers to advertising agents. That the agent renders a service to publishers in the development of new advertising and in the assumption of credit risks, is a recognized fact, and that this service should be rewarded by a differential which gives the agency an advantage in the purchase of space is only fair and just.

"But the advertising agent no longer represents the publisher. The publisher has his own representatives, and some publishers have many very capable men thus employed. The agency commission has therefore ceased to be compensation for the selling of space as in the early days when no copy preparation was involved, and when responsibility for payment for an account ceased when collection from the advertiser was impracticable. The so-called agency commission is not therefore a true commission. In reality it is a differential discount to the agent because he is an agent and primarily because he assumes all responsibility for collection, and for the credit risks involved. Has it ever occurerd to you that the differential discount generally prevailing is too large, and that this may be the root of some of the evils which beset the advertising business today?

"Aparently it is assumed by many that the agency differential pays for copy preparation and other services to the advertiser; but the advertiser has no voice in fixing the amount thus paid. Surely this is not an equitable arrangement. If the agency differential exceeds the value of the agency to the publisher the excess is paid by the advertiser, is it not? But it is included in the publisher's rates and represents an expense which, if eliminated, would enable the publisher to make proportionate reductions in his charges for advertising space.

"From our viewpoint it seems that the agency differential should be fixed by the publisher as near as may be to measure the value of the agency to the publisher, and beyond this the agent should look for remuneration to the client whom he serves. This would confine to the publisher the responsibility which belongs to him and relieve him of the necessity of trying to fix a differential which shall cover services of varying character and value."

Here, from one of the foremost of ageneies, is a positive endorsement of the eontention of the Association of Canadian Advertisers—that the basis of remuneration for ageney serviee should be a matter of agreement between agent and advertiser. This view is further endorsed by a number of Canadian publishers and advertisers in letters to MARKETING, from whieh the following quotations are typieal:

"Any one who has sold advertising to any extent, we believe, will agree with us when we state that the advertising agency is undoubtedly the servant of the advertiser, therefore, for his services he should look to the advertiser for remuneration.

"The publisher must keep a staff of salesmen to cover all his prospects and

Canada's Largest Morning Circulation

The Globe to-day is at its highest point of circulation. Its net paid figures have always exceeded ***by many thousands daily*** those of any other morning paper in Canada.

And Globe circulation is all ***genuine*** circulation, based on reader interest. Never has a premium been used.

No morning paper in Canada which has not used premiums has ever attained a circulation equal to one half that of The Globe.

But circulation figures do not wholly reflect the predominance of The Globe in the Toronto newspaper field. Its influence far exceeds the sphere which 95,000 families ordinarily would represent.

The Globe is a paper which is read thoroughly—which is taken seriously by its readers. No hasty scanning of headlines satisfies readers of The Globe. They digest their favorite paper—news, editorials and advertising—from the first page to the last.

Made great as a newspaper by the scope of its news and the intelligence and honesty of its editorials, The Globe has achieved a corresponding position as an advertising medium. In 1920 it carried more general advertising than any other 6-day-a-week paper in all America.

Write us about the rich market covered by The Globe, and the dealer service which advertisers receive through our dealers' newspaper, The Retail Merchants' Globe.

The Globe
TORONTO

William Findlay, *Business Manager*

Predominating Medium in Canada's Greatest Market-Place

Member Audit Bureau of Circulations

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

in many cases when the business is handled by an agency it requires extra work owing to the fact that he has to sell two and sometimes three men. Many a time the salesman will sell the advertiser but when the matter is taken up with the agency, for certain reasons of their own, considerable opposition is encountered. It is very seldom that an advertising agency representative will sell one particular publication. On the other hand many times a publisher will close an order without the agency having done any work on the contract, to find that the agency will crowd very hard for commission on that particular order. This means that the publisher has done all the work and then is forced to, in many cases, grant commission. If he does not the agency is very liable to hold this against him.

"As it looks too great a step to wipe out the agency commission with one stroke, it might be advisable to make one move in the right direction by standardizing the commission, which will be passed over to the advertiser, leaving it with him to allow the agency the commission which he thinks the service warrants. The advertiser could then make it a serious offence for the agency to accept any special commission from a publisher.

"MARKETING has been doing excellent work in connection with the cleaning up of the irritating situation which now exists by the publisher paying the agency for the work which he does for the advertiser, and when the agencies are worrying publishers for even higher commission."

Not all advertisers are unappreciative of the agency's responsibility for the success of many advertising campaigns, as is evidenced by the letter of one large advertiser, from which we quote:

"I am very glad indeed that you have seen fit to point out in an article in MARKETING the necessity for advertisers, agencies and publishers each to try and view the agency situation not only from his own viewpoint, but from the viewpoint of the other party concerned. I am afraid that the advertiser has not appreciated to the full the fact that the agency performs an essential service to the publisher as well as rendering a service to the advertiser.

"Everyone will appreciate I think that the agencies have been responsible for a very great deal of the increase in the use of advertising and for the improvement of the advertising being done in Canada. I am convinced that many of the large and prosperous businesses in Canada today would not have been nearly so large and prosperous were it not for their large and intelligent advertising, and I am also convinced that many other concerns who are small institutions today will partly through the use of good advertising become giant institutions in a few year's time.

"I am also convinced that the majority of these concerns would not have used as much, or as good advertising, as they have done had it not been for the service rendered by the agencies and I am convinced that this condition will not be different with concerns which are small today, but by good management and merchandise methods may hope to be large concerns in a few year's time.

> NO more do we concede the right of a publisher to fix the rate of remuneration which our clients shall pay us for our service.
>
> None other than we could know the cost of the service. None other than the client could judge its value to him.
>
> *N. W. Ayer & Son*

"If these deductions are correct, we must admit that the agencies are an important factor in the upbuilding of the business of the country, and as patriotic Canadians we must be careful not to destroy their usefulness.

"Personally, I would like to see some arrangement made whereby the agencies would be reimbursed by the publishers for their service to the publishers in developing business and that they should be paid a fee by the advertiser commensurate to the service rendered individual advertisers. If the fee paid by publishers can be standardized and all secret dealings between all agencies and publishers eliminated, I think we would have made real progress in the matter of agency relations.

Another advertiser does not agree with MARKETING'S classification of advertising agents as "wholesalers" of advertising—though he less accurately describes the agent's functions as comparable to those of a manufacturer's agent. True, the advertising agent does not stock and store in wholesale quantities, but this is only because the nature of the product does not permit of it. But in other respects the service of the advertising agent to the publisher is very similar to that of wholesalers to manufacturers. The manufacturer's agent functions more like the publishers' "special representatives" who represent groups of papers, as the manufacturer's agents represent groups of manufacturers in certain territory. The advertising agent, on the other hand, assumes to represent all publishers, competing publishers, and competing classes of publications, and his territory is undefined. This advertiser agrees, however, that publishers should pay the agency for services rendered the publisher, but allow the advertiser to make his own arrangement for services rendered to him. He says:

"Advertising Agents in my experience have never fulfilled any of the functions of a Wholesaler although they do function very largely in the same manner as a Manufacturer's Agent. A Manufacturer's Agent, it will be borne in mind, does not as a rule keep stocks of materials but is merely a Selling Agent sometimes guaranteeing the accounts of the customers. To be a Wholesaler an Advertising Agent would necessarily be a large personal purchaser of space which he would re-sell to the public in smaller quantities at a difference in price, which difference in price would represent the decrease in cost to the producer of space when sold in large quantities and when retailed in smaller quantities. I have in mind at present time a Manufacturers' Agent who assumes exactly the same obligations for the Manufacturer as does the Advertising Agency, that is, he develops new business, takes care of old business, visits the Trade frequently and guarantees the accounts of the customers whose orders he sends in to the Manufacturer whom he represents.

"This Manufacturer's Agent maintains a staff as large as any Advertising Agency I know of in this Country and as he sells to the Retail Merchant and guarantees his account his credit risk must be very much in excess of the credit risk of any Advertising Agency in Canada. Notwithstanding this, the total commission allowed to this Agent does not amount to 10%. I am, therefore, at a loss to understand how the services of an Advertising Agent to the publisher could by any stretch of the imagination be worth 15, 20 or 25 per cent.

"It is generally admitted the Agency does the larger portion of its work for the Client and I maintain that whatever services are performed for the Client should be paid for by the Client and not by the Publisher

"To summarize I would say that I am in favor of an entirely new arrangement all around which will allow the Publisher to pay the Agency for the services which the Agency actually does render to the Publisher and which will also allow the customer to make his own arrangements with the Agency as to what shall be paid to the Agency for the services he renders to the Advertiser. Even this arrangement would leave the Agency in a somewhat dual position, but if the agreement entered into required that the amount of all commissions paid by the Publisher to the Agency be shown to the Advertiser, the Advertiser would be in a position to know to what extent the Agency was likely to be influenced in its recommendations in consequence of these differences in rates.

"If such an arrangement is not workable then to my mind the only alternative is the adoption of the plan used in the United States, whereby all discounts allowed to an Agency by a Publisher are deducted from the invoice to the Customer and an amount added either a lump sum or a percentage as agreed between the Agency and the Advertiser to cover the services of the Agent. In other words if it is not found possible to separate the charges for services which the Agency renders to the Publisher and to the Advertiser, in my opinion it is time that the Advertiser fixed the amount that these commissions would be, and not the Publisher as heretofore.

R. Sykes Muller, of R. Sykes Muller Co. Ltd., Montreal, advertising agents, writes that he does not belong to the Canadian Advertising Agents Association because, "for many years, I have believed that the basis of the Association is not the best on which to work."

"It has always seemed to me," he continues, "that the average Canadian

The FIRST PAPER *in Canada's* FOURTH CITY

VANCOUVER is Canada's fourth city in every essential respect. In the matter of Bank Clearings, Customs Revenue and in Value of Taxable Property Vancouver ranks in the forefront of the cities of Canada, and is only exceeded in these respects by Montreal, Toronto and Winnipeg.

According to the latest available statistics, the cities of Hamilton and Ottawa give Vancouver a close run in the matter of population; but the preponderance of Vancouver as a retail centre is proven by figures, derived from the same source, which show that the coast city has as many retail stores as the two Ontario cities combined.

Vancouver is the commercial capital of a province that ranks third in Canada as a producer of wealth. According to the 1911 census British Columbia produced more wealth than any of the other provinces except Ontario and Quebec. The census further showed that British Columbia's per capita Wealth Production of $1,723 per family was the highest in Canada, showing a substantial excess over the average of $1,363 for the Dominion.

The chief medium of merchandising in this exceptionally rich territory has been for many years the Vancouver Province. It's net paid circulation (A.B.C. audit) for the 12 months ending September 30, 1920, was

61,059 daily

This circulation is much in excess of the **combined** circulation of its daily contemporaries.

The co-operation of The Province, plus its remarkable pulling power, are essential to the success of any selling campaign planned for British Columbia.

The VANCOUVER Daily PROVINCE

THE VANCOUVER DAILY PROVINCE

ROTARY IS NOW SIXTEEN

WAS A NOTED B.C. FIGURE

QUEBEC'S LIQUOR BILL

Irish Insurgents Fire On Police from Screen Of Women and Children

C.P.R. WILL MAKE SURVEY OF MINERALS

GREECE TO LOSE PORTION OF THRACE

American Withdrawal Disheartening to the French

COAL REPORT IN A MONTH

TRANSCONTINENTAL DERAILED IN ALBERTA

DRY SHIPS ARE NOT POPULAR

CONTESTS WILL CLEAR THE AIR

agency has lost sight of the real reason for advertising, that is, helping to create volume of sales, and from what many publishers tell me, agencies seem to feel that advertising was created for their sole benefit, and not for the benefit of the client. This is indicated in the demand on publishers for more commissions, and I may frankly tell you that if the average advertising agency would clean its house by climinating the dead wood in its personel, by shortening up its system, it would find that present commissions as paid by publications are sufficient to enable them to render a service that is about 500 to 1000% more efficient than the present service rendered to the average advertiser.

"I believe that our clientele will tell you a story of service that will be a revelation, and to render such a service, we have not found it necessary to demand more commissions from publishers, and I believe that any agency can work on our basis if it is willing to do a little house-cleaning and make a real effort to serve.

"Possibly one of the most flagrant evils in the agency game today is the fact that many agencies, although crying for more commissions, are, on the other hand, rebating part of those commissions to their advertisers, and it is necessary that they shorten service and obtain greater commissions if they are to live.

"Even though the advertising agency system might be done away with, each publisher would find it necessary to render service to advertisers which obviously is impossible; then we believe that two or more publishers would combine and create a consolidated service office in the more important centres, and in doing so, they resurrect the agency, and to give a service that would nearly approach the present service possible from an agency, they would find it necessary to employ the same agency men that are now agents, or import others. Then, again, they would take the losses that many agencies now sustain each year.

"Frankly, I believe that your view that the publisher should not pay for service rendered the advertiser, while in principle, is logical, I doubt that it would work in actual practice, and while I have no fear as to the outcome of any arrangement as far as this agency is concerned, I am speaking from a general viewpoint and that viewpoint has been gained through twenty-three years of experience as agent, advertiser and publisher.

"I hold that the client is alone responsible for the service which he gets, and if agencies are obtaining commissions without rendering service, it is certainly the fault of the advertiser."

The head of a Toronto agency thinks that the editorial in April 1st issue of MARKETING covers the subject, and as to whether publishers should pay the agencies a commission, or whether it would pay the publisher to give the agency commission to the advertiser and leave it to the advertiser to remunerate the agency if he uses one, he says:

"For the publisher to pay the commission to the advertiser instead of to the agency would seem to us to involve the advertiser assuming the responsibility of acting as the Promotion Department for the Press of Canada, which in our opinion is not feasible.

"A comparatively small proportion of the advertising revenues of the Press of Canada is derived from Canadian manufacturers, and any change in the present system would have to be applicable to the United States and British advertisers and advertising agencies otherwise the Press of Canada might seem to be discriminating against our Canadian advertisers.

"The publishers seem to be pleased with the services rendered them by advertising agencies, and until something better is evolved from the publishers' standpoint, we do not think any change can be made.

"We think that the difference of opinion regarding remuneration to the advertising agency is largely due to a misconception as to just how much service the publisher is paying the agency to render the advertiser upon his behalf.

"When you consider the service rendered by the average wholesaler or jobber in other lines of business, you will realize the little service which an advertising agency is actually paid to render.

"The advertising agency in Canada works on the principle of giving the advertiser every possible service regardless of the fact that so much service was never contemplated by the publisher when he fixed the commission he would pay the advertising agency."

Thornton Purkis thinks the whole business of advertising would be benefited by a revision of the present basis of payment, and if the advertiser were to pay for the agent's service, apart from brokerage, there would be a great improvement in the advertising turned out, when the agent was called upon to do it.

Another advertiser endorses MARKETING's advocacy of standard commissions and argues that it is up to publishers to declare individually and collectively how much they feel the agencies should be paid for marketing their product—then leave it to the advertiser to decide how much he should pay for any service rendered him. Any secrecy regarding amount of commission is intolerable, he contends.

"A definite declaration should be made by the publishers as to where they stand on this proposition. Rightly or wrongly, the Advertiser has come to believe that the commission allowed the Agency by the newspapers is to reimburse the Agency for the work the Agency does in marketing the product of the publisher and also for the service which the Agency renders the Advertiser. The Agency, on the other hand, claims that the commission he receives is simply the price paid him by the publisher for marketing the publisher's product and that the service rendered the Advertiser is a free will offering on the part of the Agency to the Advertiser in order to secure and maintain the account. This to my way of thinking clearly describes the present unrest in the advertiser's mind."

Another advertiser argues that existing rates of commission allowed agencies are altogether too high. He says, in part:

"For the service rendered, the advertiser is paying too much—altogether too much, for it is he who is paying the commission in the final analysis. Allowing for the credit risk, collection of rates, actual time spent on preparation of copy, securing of sketches, etc. the advertiser is now paying handsomely for services rendered.

"It may not be practicable for the present to supplant the agency with any improved plan that will meet advertisers' needs. The agency is, and can be still a very useful go-between. But I think you have put your finger on the weak point in saying; 'It is a mistake for the publisher to provide in his rate, as is now done, for a commission large enough to cover the cost of a service by the agent which some agents do not render, and which some advertisers do not want'—And again: 'It should be left with the advertiser to fix the remuneration which the agent should get FOR THE SERVICES RENDERED HIM'.

"The time has come when there must be a clearing up of the misunderstandings all around, if the advertiser is to retain his confidence in the present plan, and to continue making large advertising appropriations. Either the publisher will have to evolve a plan that will reasonably meet the advertiser's ideas of fairness, or the agency will have to accept an agreed fee for the actual services rendered the advertiser by him."

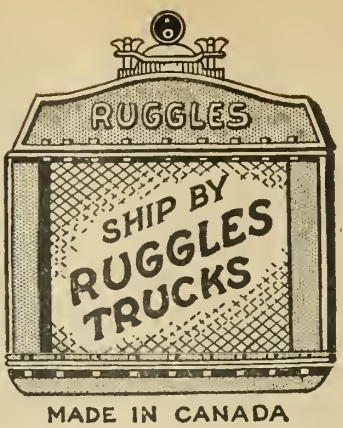
Other letters received, particularly some expressing points of view contrary to those above quoted, must be left over for consideration in the next issue. The opinions of other readers of "MARKETING" are invited, as there is no doubt the situation would be greatly benefited by a thorough airing of conflicting viewpoints and a free exchange of opinions.

The Purchasing Agents Association of Montreal nominated the following as officials to be elected at the annual meeting April 19: President, T. P. Webster, Dominion Textile Co. Ltd.; Vice-President, L. C. Haskell, Southern Canada Power Co. Ltd.; Treasurer, Thomas Robertson, Thomas Robertson & Company Limited; Secretary, F. J. McGarigle, 179 St. James Street, Montreal; Executive, C. G. Jones, United Shoe Machinery Co. of Canada Ltd.; M. A. Hoey, Canada Cement Co. Ltd.; and D. M. d'Albenas, Northern Electric Co. Ltd.

A big delegation is to attend the Toronto convention of the Purchasing Agents Association of Canada May 11.

The meeting was followed by an entertainment at which the complete manufacture of newsprint was shown on a movie film prepared by Price Bros. & Co. Ltd.

H. E. Stephenson, manager of A. McKim Limited, Montreal, recently broke his wrist cranking up an automobile in the cold weather. He has so far recovered as to be able to resume business though it will be some time before the arm goes into service again.



Remarkable Achievement of a Federal Client

IN September, 1920, the Ruggles Motor Truck Company, Limited, placed their entire advertising program in the hands of this agency.

The Ruggles Motor Truck Company, Limited, has successfully completed its financing, and the company's modern truck-building plant, having a capacity of at least 2,400 trucks per year, has been erected.

This building is of a permanent character, of re-inforced concrete and trussed steel frame, 87 x 430 feet, with a separate power plant 40 x 85 feet.

The Ruggles Motor Truck Company, Limited, is now in production of its four standard models on the basis of 100 trucks per month.

The phenomenal development of this new Canadian industry to its present successful position in the truck-building world has been possible largely because of the thorough co-operation and service given to the management from the very beginning by this agency.

The Ruggles achievement is truly a remarkable performance, in which the value and worth of advertising, judiciously executed, was never more thoroughly demonstrated.

Federal Advertising Agency

Limited

T. H. YULL, President

Dominion Savings Building - - - LONDON, Canada

LOWER PAPER COSTS WILL NOT BRING REDUCTIONS IN ADVERTISING RATES

No hope of rate-reductions, newspaper, magazine and farm-paper publishers tell MARKETING, unless paper, labor and postage costs show unexpected declines. Few rates raised to provide for last increase in print-paper price—which is still much above last year's average.

THE announcement of a downward revision in advertising rates, made by the Toronto *Globe* in the last issue of MARKETING, looked encouraging to a few advertisers and one or two agencies who have been agitating for a come-down in advertising costs. Other publishers have been asked when they were going to follow suit.

The *Globe's* announcement was in keeping with its undertaking when, at the beginning of the year, it announced an increase in rates, representing a jump from 18c to 22c in minimium rate — to meet the increase in newsprint paper cost from $100 to $130 a ton. Its rate card provided that, a decrease in paper costs permitting, contracts based on this schedule would benefit by the reduction. The drop from $130 to $110 a ton in paper cost, commencing with April 1st in The *Globe's* case, permitted a reduction in advertising rate from 22c to 20c a line minimum, and advertisers who had not renewed on the basis of previous rate cards will benefit accordingly. The reduction, probably, therefore affects comparatively few advertisers.

The announcement, nevertheless, excited much comment as indicating that the era of increases had come to an end. The peak of publishing costs had been reached and passed, and with costs commencing to decline there seemed a possibility that The *Globe's* announcement was the first of similar announcements which might be expected from many publishers.

But such hopes are not well-founded, publishers tell MARKETING —believing it will prove evident to any who trouble to analyse the situation. As some publishers have pointed out, the increase announced by The *Globe* at the first of the year represented the biggest single jump in rate ever made by any Canadian newspaper, though not unwarranted by the 30% increase in paper cost effective at the same time.

It is further pointed out that the announced increase actually affected but few of The *Globe's* advertisers, since all of them had an opportunity of entering contracts for a twelve month's period before the increased rates became effective, and doubtless most of them took advantage of it.

FEW RECENT RATE INCREASES

The *Globe*, also, was one of but few publishers announcing an increase in advertising rates occasioned by the last 30% jump in paper prices. In nearly every case, rates at present in force—though perhaps not yet effective with all advertisers—were adjusted to meet costs when paper was $80 to $100 a ton, postage one-third present cost, and labor in many cases below present scales.

When newsprint advanced to $100, then to $130, the general decline in commodity prices was under way, and something approaching a slump in advertising had set in, so that publishers generally figured that rates *could not* be further advanced to cover these serious increases in their costs without too seriously affecting their volume of business. Labor and postage costs were not likely to decline, but it was figured that the price of paper would, during the next year, come down sufficiently to enable them to carry on. Despite the lower price announced April 1st, newsprint still costs 10% more than it did last December, and $30 a ton more than it did when most of the rates now effective were announced.

It must be apparent, therefore, that paper and labor costs must show further substantial reductions if most publishers are to continue in business at the advertising rates now in force.

"Rates that were made when paper was $80 a ton cannot, without loss, be reduced till paper returns to that figure, if it ever does," is the way one Toronto publisher puts it in answer to MARKETING's inquiry. This publisher's current rate was made when paper was $80 a ton. When this was advanced to $100 and later to $130 the matter of an advance in rate was carefully considered, and it was decided that in view of the very strong probability that the price of newsprint would go down, he would take the loss for the time being and not advance the rate, preferring to do this rather than to go up and then go back. He further says:

"A comparison of morning paper advertising rates the world over will show that at their current card prices the rates of Canadian daily morning newspapers are still lower than elsewhere. The article in MARKETING for March 1st covers the ground. With the exception of the reduction in the price of newsprint there is no probability of any lowering in our cost of production."

The question is not "Can we reduce rates?" but "How long can we keep our rates down to the present level?" is the way another publisher sees it, and he says very positively:

"No! Advertising rates will not come down unless we get to a point where we are making more than a fair profit and cannot utilize the differential in making our paper bigger and better.

"It is a fact that to take care of the increasing burden of production costs, we planned a rate increase for January 1st, but as that day approached, we could see far enough ahead to realize that some relief might be expected this year in News Print prices, that the general price trend would be downward, that further advance at this time in Advertising rates would be extremely difficult and we tried to stand the gaff in the hope that sufficient relief might come this year in News Print cost to enable us to carry on without further advances.

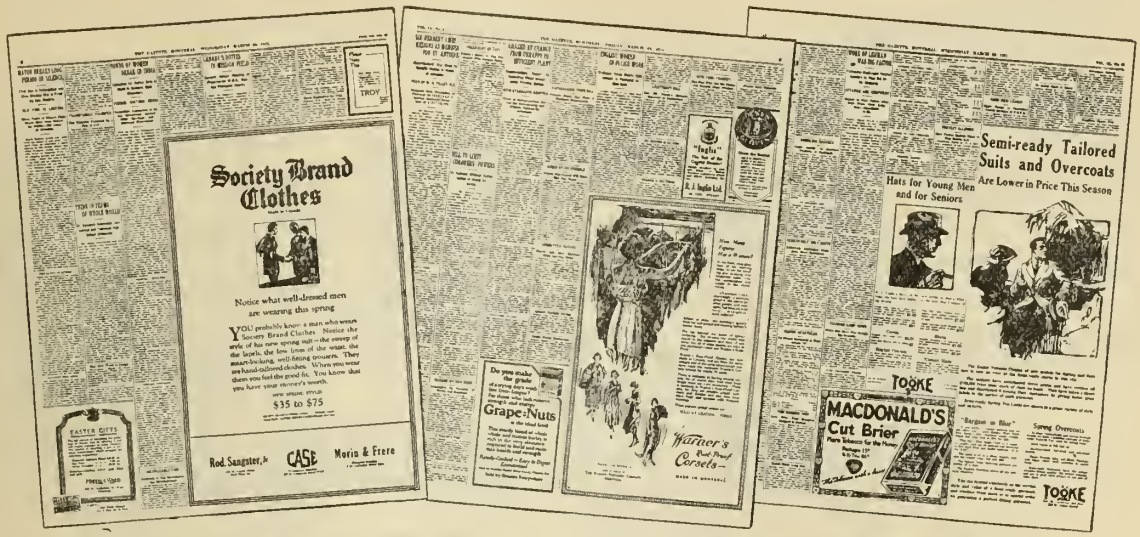
"A year ago we were selling advertising at 6c—today we are selling it at 8. A year ago we were paying $80.00 for paper—today we are paying $130.00. Our labor costs are 50% higher today than a year ago. Postage is 200% more. There are various other items in similar proportions, but what's the use?

"We believe a newspaper should have sufficient elasticity of finance to permit of its doing things in the interest of its subscribers and therefore in the interest of its advertisers using its columns."

The situation is well covered and clearly explained in a letter addressed to advertising agencies by the Ottawa *Journal*, a copy of which is sent MARKETING by Managing Director Parkinson in connection with its inquiry. Says this letter:

"Two or three Canadian advertising agencies have written recently inquiring as to the prospects of our advertising rates being reduced in view of the fact that newsprint costs are coming down.

"I trust the reason for same may be similar inquiries from certain advertisers who are not familiar with the present newspaper situation. Under such circumstances we naturally want to do everything in our power to place at the disposal of the advertising



Advertising Should Not Be Overcrowded

THE GAZETTE adopts a policy of 'make-up' which preserves a proper balance of advertising and reading matter in every issue. The advertising carried in any one copy of The Gazette is never in excess of 50 per cent. of the total space.

The pages reproduced above are average pages taken at random from recent issues. They display the normal, everyday make-up of The Gazette.

Compare these pages with the average jumble of advertising crowded into eight columns by many other newspapers. In The Gazette the advertiser has a chance to attract attention. His advertising in 'Canada's Best Newspaper' is easily twice as effective as in the average newspaper.

Circulation is not everything.

Rate is not everything.

Reader-interest is important; and a policy of 'make-up' which gives advertising a chance to get read is one of the most desirable characteristics of an influential paper.

COMPARE THE "MAKE-UP"

The Gazette

MONTREAL

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C.

NEW YORK
Gilman, Nicoll & Ruthman
World Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

CANADA'S BEST NEWSPAPER

agencies facts and figures with which to effectively reply to such a question.

"It would, on the other hand, be a matter of keen disappointment to feel that any advertising agency—our own official solicitor of national advertising—regarded seriously the view that the expected reduction in the near future in newsprint costs would permit any deviation from our present advertising rates. I, therefore, want to discuss the situation in some detail.

1.—On January 1st, 1917, we adopted a rate of 6c. per line when newsprint was $60 per ton. This rate did not change until January 1st, 1920, when we made effective a rate of 7c. per line. This rate was replaced on September 1st last by our present rate of 8c. per line. It will be September 1st next before this new rate will be established on all renewal contracts.

2.—In this period, while the rate of 6c. per line was in effect, newsprint advanced to $80 per ton and $100. Long before the 7c. per line rate became effective, newsprint was $120 per ton, and about the time we began to apply our 8c. per line rate the price was $130. per ton.

"The 8c. per line rate was never expected to fully cover our costs with newsprint at $130 a ton. It was only intended to go part way, as we believed this excessive price would be only temporary.

"THE FACT IS THAT OUR RATES FOR THE PAST THREE YEARS HAVE BEEN AT LEAST ONE YEAR BEHIND THE ADVANCE IN NEWSPRINT CHARGES.

"It must be apparent, therefore, that we are entitled to a year of some relief in newsprint costs to offset the obligations we have carried in the past through accepting yearly contracts at a time when we had no assurance whatever, month to month, of our productive costs.

3.—Newsprint, however, is not our only problem. Our payroll in 1920 showed an increase of 89% over 1917. Agreements with trades unions still in existence make this expenditure uncontrollable.

"Calculating our labor costs on a daily basis, I find that in 1917 organized labor cost $180 per day; in 1918, $201 per day; in 1919, $261 per day and in 1920, $335 per day.

"The interesting point about all this is that in numbers our mechanical staffs have shown very light increases.

4.—To sum up our total cost of production in 1920 showns an increase of 70% over 1917. In the same period our advertising rates show an increase of 33 ⅓% in 1920 over 1917.

5.—As I appreciate the situation as regards the daily newspapers generally, few of us could possibly have made ends meet in 1919 and 1920 at the then existing rates were it not for the enormous volume of space carried.

"The turnover alone made navigation possible. In other words, daily newspaper advertising rates have been low, considerably less than the United States newspapers. With the volume of space reduced this year and the overhead stationary or increased, present rates are not only necessary for at least a year but absolutely imperative.

"I assume you have read the articles published in MARKETING on March 1st, 'Can Advertising Rates Come Down' on page 141, and 'How Much Have Rates Gone Up?' on page 158. These articles, if read by your clients, would give a very fair presentation of the case.

"It will interest you to know that our local rate increases have more than kept pace with our foreign rates. We need from every agency that same loyal effort in applying these rates as we expect from our local solicitors."

Only the abnormal volume of advertising, possibly induced to some extent by the ridiculously low cost of advertising space in relation to commodity prices, has enabled most publishers to keep their heads above water. Under present conditions, producing even less than a normal flow of business, most publishers will find it impossible to properly maintain their properties at prevailing advertising rates—unless their costs of production show substantial declines in the near future. This is pointed out by numerous publishers who contend that when costs do get down to permit profitable operation at existing rates for advertising, it will become necessary to divert any "savings" into getting out better papers—if their service to advertisers is to be maintained on any reasonably high standard. As one publisher puts it:

"Advertising rates in Canada have been too low, so low in fact that this country has not had as independent a press as might be expected. Generally speaking the Newspaper publishing business in this country has not been profitable, and one may glance over the entire list of publishers as existed in 1914, and it will be found that there are very few who have made money. For the most part they have barely made a living. Taking the same amount of capital invested in any other line, and assuming that the same amount of energy and intelligence is used in developing the business, far greater returns would be made than by publishing a newspaper. This is a situation that is not in the interests of the advertisers or readers, and publishers have been unable to discriminate as finely as they would like to when advertising that was not particularly attractive was offered them. This is a phase of the situation that is frequently lost sight of when consideration is given to the scale of advertising rates in this country.

"There are some newspapers, which can perhaps afford to lower their advertising rates as the cost of newsprint comes down, but generally speaking this is not so. Some newspapers advanced their rates half a dozen times during the past year, and perhaps it may be possible for them to take a slice off of the top now. For the most part, however, advertising rates have not been increased in proportion to the advance in the cost of producing a modern daily newspaper, and the only thing that has kept newspapers alive is the unusual volume of advertising that has been published during the last year or so.

"With the increase of labor costs, shorter hours, and higher postal rates, advertising rates cannot come down. There will be exceptions to this rule, but they will only serve to prove it."

There is not room to quote other of many interesting and enlightening letters received beyond the following, which presents the situation of the smaller publisher very satisfactorily.

"A drop in the price of newsprint is not of as great importance to the small publisher as it is to the large city daily. A drop of a cent a pound will mean an immense sum to a metropolitan daily but is a small item to the small daily publisher as compared to his labor costs.

"Labor is not coming down—it is still going up in the printing business and the advance will more than take care of the savings on news print which are in the offing.

"Therefore, with the exception of isolated cases there will not be a lowering of rates, in our opinion, especially in the case of the smaller papers.

"Costs of production, we think, will remain high for a good many years. Expert mechanical help has got the scale up and it will take a well-demonstrated low-cost of living period to get it down.

"With this inflation that exists in the currency, higher taxes, etc., costs will be high as measured with old time prices, and a recession which is not gradual would not be in the interests of the public and is not possible anyway.

"Summing up, therefore, it would appear that advertising rates will not drop, except in isolated cases as stated before, though a lowering of newsprint will have the effect of stabilizing rates and check the rapidity of increases which has been necessary during the past few years."

Magazine and farm paper publishers see no justification for expecting any reduction of advertising rates at the present time. Most publishers in these fields are at present operating at the same rates as were announced last year. Though it happens that in the cases of many advertisers these increases are only now becoming effective, this does not alter the fact that these increases were made to meet costs lower than at present prevail.

The magazines are paying more for book paper this year, and farm papers also have heavier paper bills to meet. The increase in postage also affects them seriously, and while this amounts to three times last year's postage costs, a further increase is to come into effect next January.

These publishers contend that conditions in the past have not permitted profits in proportion to investment, education and enterprise entering into their business. They have never been able to establish rates high enough to bring their publications up to the desired standard—and if any readjustment of costs should permit it they plan to improve the character and value of their service to readers, and by this means improve the value of their service to advertisers.

In common with other publishers,

(*Continued on page 275*)

The Key To The Business Situation

THE *Key* to the business situation is the *consumer.*

When the consumer buys from the dealer, the dealer buys from the manufacturer.

When the consumer stops buying, the dealer also stops buying.

And no amount of "ginger" talk or strong-arm selling methods directed at the dealer will make him buy before the consumer starts purchasing again.

Has the consumer stopped buying the product of your factory?

If so, the Key to the situation is to start Mr. and Mrs. Consumer buying your product again.

Go right to him and her with your strong-arm selling methods.

ADVERTISE in the Newspapers and Magazines.

And *make* your advertisements the most interesting, persuasive, convincing and strongest *salesmen in print* that can be prepared.

Emphasize the good qualities of your product. Limelight its superior points. Tell about its exclusive features.

Put particular stress upon the *value* of your product. Show why it is worth the price. Make the consumer *want it more* than the money it costs. Start him and her buying your product again and the dealer will quickly follow suit.

The preparation of strong, powerful advertising — publicity that sells the consumer — is the outstanding feature of the service we are rendering our clients to-day.

We would be glad to show you proofs of real *selling* advertisements prepared by our organization for several leading manufacturers.

We would also welcome the opportunity to discuss "The Key to the business situation" with you.

Members:
James Fisher
W.H.Bowman
E.W.Reynolds
W.M.Chisholm
J.W.G.Clark
Wm. Wright

Service with Sincerity

The James Fisher Company Limited
ADVERTISING
384 Yonge Street, Toronto

What Is An Advertising Agency?

What it is, what it is supposed to be, and what it should be, in the opinion of

R. W. Ashcroft
Assistant to President, Ames Holden McCready Limited
(Formerly Advertising Manager United States Rubber Co.)

AN Advertising Agency? This term is not defined in Webster, Standard, Century or any other dictionary, but the writer once heard it described as a "Compound noun, with the accent on the "Why?" From the Greek: Alpha, the beginning, and Omega, the end —of advertising."

A better and more explicit definition would probably be:

"ADVERTISING AGENCY—An organization retained and paid by newspaper, magazine and farm-paper publishers to sell their space to advertisers; to induce these advertisers to increase their purchases of space; to persuade non-advertisers to use space; and to dissuade advertisers from spending any of their money in trade-papers, posters, painted display, street cars, direct-by-mail propaganda, dealer helps, etc."

This definition, I feel safe in saying, will be quite generally acceptable to publishers and advertisers, both in Canada and the United States.

The Advertising Agency's definition of itself as related to the vendees of advertising, is, according to my experience, something like this:

"ADVERTISING AGENCY—An organization conseerated to the principle of better, broader merchandizing; a coterie of experts whose actual or potential knowledge of all commercial matters is nothing short of eapremiating; a body of business thoroughbreds who can make your Sahara of a Sales Ledger exude milk and honey to the nth degree; your, General Sales Manager's mentor right bower, father-confessor, pep-provider and pooh-bah; your Advertising Manager's guardian and guide in short, a group of alchemists and; philanthropists, vital to the success of any business, who perform "Service" (save the mark!) for the advertiser 'all for nuddings.'"

And so the question arises and is being formented:

"How long ean this Dr. Jekyll and Mr. Hyde role be maintained?" It is deceiving nobody, and it is a farce.

We advertisers—most of us at least — recognize the advertising agency as a very practical, convenient and economical vehicle for the transaction of our business with the press.

But we feel that no man can serve two masters.

At the present time, the eards are stacked. The ageney, actually a space broker for the publisher, parades as an expert, impartial advisor to the advertiser.

Take the case of a manufacturer who has never advertised and who decides to do so. He knows, nothing about the ways and means of advertising. He calls in an agency for advice, just as he would call in his lawyer if he were in trouble, or his doctor if he were sick.

The agency responds with vim and vigor. The prospective advertiser provides the chips, and aets as host, and the game commences. The ageney is the dealer. Around the table are Mr. Publisher, Mr. Ruddy Williams, Mr. Street-car Card, Help-the-Dealer, and friend Trade Paper. (All but Mr. Publisher, by the way, horned in because they accidentally happened to learn that a game was on. Otherwise, the play would have been solitaire).

The agency deals. The first pot is a big one. Who wins it?

And the agency gets the drag!

Eventually, however, mine host gets wiser and insists that his other guests shall earry home a few of the chips.

And, subsequently, he decides to deal the cards himself!

What is his opinion now of his erstwhile infallible agency? What is his mental attitude towards the publisher-agency combination at present existing—virtually in restraint of trade?

The answer begs the question!

What, then *should* be the definition of an Advertising Agency?

"ADVERTISING AGENCY—An organization whose object and mission is to promote and develop advertising in all its legitimate forms; to act for advertisers in dealing with publishers and other vendors of advertising; to advise with them helpfully on all of their manufacturing and merchandizing problems; and to serve them to the fullest extent, *on a professional basis.*"

Where is the agency—worth the name—that does not crave this or an approximate ideal or standard of practice? None but those—if there are any—with souls so dead that they argue that bread pills or blank tablets (this, with apologies to my newspaper and agency friends) never killed nor hurt any patient, but, on the contrary, "cured" many.

But all agencies must, for the time being, to retain "recognition." observe the laws of the "Swedes and Prussians," and act accordingly.

What mattereth it, though, whether the publisher bills the agent at gross, less discount, or at net?

Let the agent bill the advertiser at *actual cost*, plus a reasonable commission for brokerage and *for service* —just as is done in the States!

Let him admit, as is actually the case, that his bread is buttered by the advertiser and not by the publisher!

Would such an admission decrease the publisher's revenue? Not at all! It would increase it, for obvious reasons. And the principal reason would be: "Mutual Confidence."

During the four years 1916-1919, I spent over $10,000,000 for advertising: largely through newspapers, magazines and farm-papers, *but also through other media.* As a result, the products advertised are very much on the map, and are probably in a stronger position to-day than those of any competitor. In 1915, they were nationally unknown, or virtually so.

That is my apology and justification for saying that I hope the time will come—and come soon—when the Advertising Agency will slough its camouflage, and assume, among the professions, the place that rightly belongs to it.

Here is the prescription:

1. Publisher to bill agency at gross, less discount, or at net.

2. Agency to bill advertiser at cost, including cash discount.

3. Advertiser to pay agency cost, plus a commission to be mutually agreed upon.

4. Agency to advise impartially regarding all other forms of advertising, and supervise same.

5. Advertiser to pay agency an adequate retaining fee for advice and services covering all other forms of advertising, or same commission on expenditures as for newspaper advertising.

And what would be the result?

We could discharge all our Advertising Managers, or make them Assistants to our overworked Presidents.

* * *

As a general rule, the smaller the business the more important it is that all available knowledge shall be utilized.

EASTERN QUEBEC

A Splendid Market For Your Product

ADVERTISING managers and advertising agencies who confine their attention. as far as the Province of Quebec is concerned, largely to Montreal publications, are overlooking considerably more than half the territory and half the population of what is to-day the most prosperous province in the Dominion.

In the Eastern and Central part of Quebec Province is a population of about 1,200,000 people. The two important cities of this district are Quebec and Three Rivers. Each of these cities is the centre of a distributing zone of which the combined population is between 800,000 and 1,000,000 people. More than 90% of these people are French-speaking. This is to a large extent an undeveloped market for all lines of advertised goods.

QUEBEC City with its nearby suburbs, including Levis, has a population of about 125,000 people. In point of size it is about equal to Ottawa or Hamilton. It is the most important centre of manufacturing and commercial activity in Canada, east of Montreal.

Surrounding Quebec city is an extremely rich and prosperous agricultural district, with a total population of about 600,000 people. In different parts of this district are important manufacturing towns, such as Montmagny, Riviere du Loup, Beauport, St. Romauld, Loretteville, Chicoutimi, etc., for all of which Quebec is the distributing centre.

This is a field which you can cover effectively, as far as advertising is concerned, only by the use of Quebec city newspapers. L'Evenement is the only French newspaper that circulates through all parts of this district on the day of publication. In Quebec city it is read by a very large percentage of the best French-speaking classes.

THREE RIVERS is the third city, in size and importance, in the Province of Quebec. It is 92 miles northeast of Montreal, 72 miles southeast of Quebec, and only a few miles north of the centre of population of the Province of Quebec.

Three Rivers, with Cap de la Magdeleine and immediate suburbs, has a population of almost 35,000 people. The Nicolet district, to the south, has a population of over 60,000, and the St. Maurice Valley, to the north, has about 100,000. The latter includes the important manufacturing cities, Shawinigan Falls and Grand Mere, distant 20 and 26 miles, respectively, from Three Rivers.

This district had no daily paper of its own until November last, when Le Nouvelliste was established. It is an evening newspaper, with a well organized news and editorial staff, and the telgraphic services of the Canadian Associated Press.

L'ÉVÉNEMENT AND **LeNOUVELLISTE**

Quebec City's
Morning Newspaper

Three Rivers'
New French Daily

Application of both papers accepted for A.B.C. Membership

General Advertising Office : 30 St. John Street, MONTREAL

Walter J. Healy, Advertising Director

French - Speaking Canada's

Two Most Enterprising Newspapers

Marketing and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

BERTRAM R. BROOKER, Business Manager

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 8 APRIL 15th, 1921

Will 1921 Reward Fighters?

Business is going to emerge from its "illness" of the past few months in a much healthier condition than obtained generally at the time it pulled down the blinds and went to bed. One of the world's largest manufacturers, in discussing the slow convalescence of trade the other day, coined this picturesque phrase:

"A business cannot be cured," he said, "by money-poultices from the bank, but by surgical operations from within. Loss is corrected by building up the processes of gain—not by borrowing."

In these days of tight money businesses are discovering the truth of such a statement. Unable to borrow, the heads of some of Canada's largest concerns have been forced to apply the scalpel to the internal affairs under their control. Careful diagnosis has been necessary, above everything else. Unfortunately, as is the case with so many physicians, the ability to interpret symptoms is comparatively rare among business men.

However, the hectic flush on the cheek of business is fast disappearing. The emaciated convalescent, getting about again on a couple of sticks, after months of bedridden hush and stagnation, has learned a lesson:

"Loss is corrected by building up the processes of gain—not by borrowing."

It is a time of rebuilding. It is a year when the common salutation among business men might well be—"Are you a mason?" Better surveys of markets, better policies of management, better merchandizing methods, better advertising—these are *the processes of gain* which Canadian business men must build up to replace the faulty structure which collapsed last year.

A great American newspaper has popularized the slogan—"1921 Will Reward Fighters." They may be right, but for our part, we believe the "hammer-and-tongs" method of getting business—the "caveman" tactics—will be less successful this year than ever. Nobody is in a mood to be pounded into buying. It seems to us that the studious, analytical type of chap is going to win out in the present run of the market; perhaps not this year, but next. The times warrant careful attention to the architecture of merchandizing. This year will be most profitable to those who build—slowly, perhaps, but solidly—in preparation for the turn of the tide.

If we were asked to suggest an appropriate slogan for this year's business, it would sound something like this:

BUILD FOR 1922!

The Tariff on Advertising.

For many years Canada has imposed a customs tariff of fifteen cents a pound on advertising and printed matter, "including advertising bills, folders or posters or other similar artistic work, lithographed, printed or stamped on paper or cardboard for business or advertising purposes."

This applies to printing and advertising matter of all kinds, in whatever form, even when brought into the country through the mails and addressed to individuals, frequently when under first-class postage.

Exception has been made, however, of advertising matter, price lists, posters, even of what amount to catalogues, when bound in magazines and trade publications. Ten thousand catalogues, weighing a pound each, shipped into Canada by freight, would be dutiable to the extent of $1500. But 100,000 copies of a magazine, carrying a "pound" of advertising matter per copy, could be brought in on the same freight train free of any duty.

Why advertising matter in this form should be exempt from the prevailing tariff seems difficult to explain. Certainly the discrimination is unfair to the advertiser who must choose other means to distribute his advertising in Canada.

The Canadian publisher, on the other hand, has to publish under tariff handicaps and compete with U.S. publications which are practically "dumped" into Canada duty-free, and which feature their Canadian circulations to secure advertising of U.S. firms having Canadian branches. Some U.S. firms rely very largely on this distribution of their advertising to promote their sales in Canada—and not only are Canadian publishers thus deprived of considerable patronage, but Canadian competitors are at a disadvantage in meeting this sort of competition, since the same means of promoting sales is not open to them.

The Finance Minister is said to be considering the application of the tariff on advertising matter to include that which comes into Canada in such large volume in U.S. magazines. He may well wonder why advertising matter coming into Canada in this form has for so long escaped the duty which plainly seems applicable to it.

It is not a question of putting a tariff on U.S. magazines to protect Canadian publishers, but solely one of properly applying a tariff already provided, and ending the discrimination which favors the U.S. advertiser in his competition for Canadian trade with purely Canadian firms.

RETAIL STOCKS BECOMING DEPLETED

Many retailers actually sold more during past three months than in same period a year ago, though their own buying has not been as heavy. Result is substantial depletion of stocks which must soon show in orders to manufacturers. Good business to be had by those who go after it. MARKETING's monthly review of the business situation.

BUSINESS is rapidly developing along new lines of aggressively keen competition. The days of easy going are a thing of the past, and there is a settling down to a policy of going after the business wherever it may be found. Nor is this a matter of the moment; it is the trade development that may be expected to prevail for years to come. During the past years it has been possible for the inefficient merchant to survive and make money. The generally advancing market, and the keen demand for goods made his market assured. But these days have passed. Demand has declined, and supply has improved, with the inevitable result that business is far from being as brisk as it has been in the past. While this is true, it is by no means certain that it is to be greatly mourned. And the tendency to get back to more efficient production, and narrower margins of profit, does not by any means suggest disasterous conditions.

We have heard so much of the buyers' strike, that people are growing to believe in this phenomenon. But as a matter of fact there is nothing of the kind. People still are buying, not in the reckless haphazard method of past years, but with an appreciation of the value of the dollar which has been singularly lacking of late years.

There is probably a tendency on the part of many business men to focus their attentions a little too closely on the cities, and to judge the general conditions on a basis of this survey. Now that can be at best but a one-sided viewpoint, and at the present time it is certain that it is giving to some a mistaken conception of the situation.

The cities are bearing the brunt of whatever hard times there may be. There is a certain measure of unemployment, and a certain public hesitancy to spend money. But in the case of the smaller communities a very different condition exists. In a recent survey of fifteen towns and cities in which a canvas was made in regard to the merchants' stocks and turnover it was discovered that averaging these investigations, that nine of these towns showed an average increase in turnover for February of 2 to 25 per cent., four other towns recorded that business was about the same as last year, while one gave a decrease. It was found at the same time that averaging the returns eight of these cities reported a material decrease in the quantity of stocks held, four showed the same holding of stocks as last year, while two reported increased stocks.

It is to be remembered of course that this is a matter of turnover, not profits. It is as well to frankly admit that profits are less. Many merchants are being faced with the necessity of disposing of goods bought on a peak market, and must of necessity take a loss or at best a meagre profit. But that was a situation forseen long ago, and one that need disturb only the foolishly optimistic. The essential thing is the fact that, whatever may be the situation in the cities, there is no buyers' strike in the country. There is a definite buying movement, stimulated no doubt by declining prices, but at least it is a demand eating into the reserve stocks of the retailer that will very shortly put him on the market again as an eager buyer. It is worthy of comment that so many of these towns showed that there was a definite policy of shortening stocks. It used to be customary for the merchant to buy for six months in advance or longer. Now the merchant has probably only a month's stock on hand. The manufacturer has lost that business represented by that five months difference and it is not likely that it will be regained The retailer is buying for his immediate needs, and will probably continue for some time at least to buy on that basis. But he is certainly not off the market.

As an indication of the fact that conditions in the main are not as bad as the manufacturer believed, take the case of automobiles. Save in the larger centres where dealers may have some on contract they are almost unavailable. The firms that were so quick to close their plants in the face of what they considered to be dangerous conditions, are now finding that they have a demand that they are wholly unable to meet. Throughout the country sections farmers are struggling to get cars and tractors, and about the best they can get is an answer that it may be Summer time before it will be possible to make deliveries. Yet the demand is there, and always has been there, and has been overlooked because of the all too prevalent habit of judging the business conditions of the country on the basis of its two or three larger cities.

It is true that merchants in these smaller places are buying more carefully than was their wont, and that the wholesaler feels the lack of the business represented by the unused stock on the retailers shelves, but with all due respect for the wholesaler's feelings, this factor is one in which there is more satisfaction than sorrow. It is reflected in the very satisfactory character of business credits. The wholesaler may have to face a period of dull business, but he does not have to face a situation of uncertain credits.

It is generally admitted too that there is a growing improvement in business.

The Easter season was very satisfactory from the standpoint of the average business man, and it has continued in very satisfactory measure. The costume manufacturer is about as busy as he well could be. Naturally this is his busy season, and there does not seem to be any buyer's strike in his realm of business to disturb his equanimity. There is an improvement too in the shoe business that has passed through its most difficult days.

The outlook for the manufacturer of men's wear and clothing has also shown marked improvement. They have passed through their dull days, while their customers were clearing the stocks. They have unquestionably suffered heavy losses, but they have as a whole taken these losses promptly and have now pretty well cleared their stocks, and so have weathered the danger period. These companies are now working at full time, and in one or two cases are reported to be working overtime to catch up with the demand, which is all the more imperative, because the retailer has put off buying till the last moment. It is true that they are not looking forward to a year of large profits, but are more or less content with this situation, being more concerned with

keeping business going, and thus encouraging a return to normal, than with any consideration of immediate profit. Some of these wholesale clothiers report that they have more travellers on the road than they have ever had before, and that they are bringing in very satisfactory business.

Building Up Sales Forces

This building up of a sales force is one of the indications of the more aggressive business competition that is to become the order of the day. The same thing is seen in the experience of some firms of farm implement dealers in St. Catharines and Welland. They report a better business in the first three months of this year than in the same period of the year preceding. That is partially the result of the fact that the farmer is still prosperous, and partly from the fact that these manufacturers, realizing that a buying hesitancy is contagious, put men on the road to diligently encourage this business. One company reports an increase of 20 per cent., showing beyond a question that the buying power of the people is still unimpaired. It is true that owing to production costs being high, this business will be done at a minimum of profit, yet it is a step in the right direction where the profits will be made on the volume of business rather than on the individual sale. There is little question that there is a strong tendency to meet the situation in this way. It has taken some little time to get over the idea that business would come, as it had come during the past years, but there is a gradual awakening to the idea, that while it may not come very readily of its own accord, it is quite possible to go out and get it, and that for the competent organization there is no limit to its possible business.

Of course, the cities still report a fairly heavy burden of unemployment. It is to be remembered however, that this is partly the result of the seasonal nature of certain occupations. The lumbering season is about over and men are returning from the camps. A goodly part of this surplus of labor develops from this cause, and will shortly be absorbed in work on the farm. For the rest the government Employment Bureau notes a general absorption of men back into their former occupations. The resumption of operations of some of the automobile industries is a case in point. The slack is gradually being taken in, and there is a tendency to a tightening up all along the line.

There has been some consideration of possible wage reductions as a method of decreasing costs, and so of stimulating buying, but any action of this kind has been vigorously opposed by labor generally, though there have been instances where compromises have been effected. But this tendency has certainly been productive of good in an increased efficiency. The average laborer is not only doing more but is doing better work. This is a noticeable factor in the building trade. As an illustration, a large contractor states that where last year his workers would lay an average of 440 bricks in a day they are now averaging 1,100. It is obvious that this state of affairs can not obtain only with bricklayers, but must be an actual development of the present situation. It is probable that this will have a marked effect in reducing not only the costs of building, but of a multitude of other things as well. This is one of the most hopeful signs of the time, for it points to the possibility of price declines, which are imperative, without the necessity of drastic declines in wages. For it cannot be questioned that the matter of price is one of the vital factors in the present business situation. Prices are too high in many lines. Not perhaps too high in view of the costs of production, but too high in consideration of the ultimate purchaser's ability or will to pay and recessions must come before business can return to normal.

* * *

The Smith Denne & Moore advertising agency are placing copy in a limited number of newspapers for "Movette," a small moving picture projecting machine for home use.

* * *

H. H. Prittie, of A. McKim Ltd., is now well on his way to recovery after an illness of a few weeks. As soon as he is able, Mr. Prittie will take up new duties at the Montreal McKim office.

* * *

Having as their primary object the creation of "a more general demand among advertisers for better typography," the Advertising Typographers of America held their first conference at Cleveland, March 21, and formed themselves into a national organization.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR MARCH

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	MARCH 1921					MARCH 1920		
Macleans Magazine	2	700	37,727	892	55¼	54,557	2,091	81
Canadian Home Journal	1	800	27,366	781	35¼	27,150	1,153	35¼
Christian Guardian	5	700	21,927	175	31½	not checked		
Everywoman's World	1	800	20,444	1,757	27¾	24,128	2,546	33¼
Western Home Monthly	1	720	16,680	967	24¼	20,719	2,310	32
Canadian Magazine	1	224	9,742	1,344	40¼	12,213	1,369	6½
World Wide	4	700	8,108	...	11½	10,643	....	17
Corrected figures for February								
Everywoman's World	..		11,932	2,333	17¾	.....	....	....

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR MARCH

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	MARCH 1921						MAR. 1920
Grain Growers Guide	5	720	82,168	1,638	302	84,108	123,282
Farmers Advocate (London)	5	720	63,045	18,744	84	81,873	x 86,174
Farmers Advocate (Winnipeg)	5	720	53,527	3,728	224	57,479	79,419
Canadian Countryman	4	709	47,561	4,418	162	52,141	66,860
Nor'West Farmer	2	720	45,044	5,236	288	50,568	74,354
Farmers Magazine	5	700	36,822	3,540	1,063	41,425	xx 45,646
Farm & Ranch Review	2	720	32,986	2,378	576	35,910	50,782
United Farmers Guide	5	720	30,931	2,340	...	33,271	not issued
Canadian Farmer	4	700	24,321	3,740	1,345	29,406	xxx 54,454
Farm & Dairy	5	700	22,249	17,949	360	40,558	x 50,518
Maritime Farmer	2	672	19,054	1,377	1,381	21,812	28,626
Family Herald & Weekly Star (Eastern)	5	940	96,342	516	6,330	103,188	129,100
Family Herald & Weekly Star (Western)	5	940	89,242	416	6,064	95,722	not checked
Ottawa Farm Journal	9	2,432	56,721	4,342	6,035	67,098	99,378
Farm & Home	5	1,025	63,075	1,146	2,732	66,953	x 53,541
Farmers Sun	9	2,400	54,043	3,768	3,123	60,931	90,372
Free Press Prairie Farmer	5	1,180	31,655	685	10,466	42,805	56,739
Montreal Weekly Witness	5	2,100	12,154	....	4,006	15,160	29,780

x—4 issues. xx—2 issues. xxx—9 issues.

This heading is familiar to 75,000 farm women as the caption of our home section.

The Family Circle

"To be happy at home is the ultimate result of all ambition; the end to which every enterprise and labor tends."

—*Samuel Johnson*

Every Number a Woman's Number

Home Departments

Household
Mothers' Club
Correspondence
Musical Club
Family Physician
Sermon
Fancy work
Boys' and Girls' Club
Serial Story
Home Amusement Page
Poultry
Dairy

ONLY the Mothers in the families of our 75,000 voluntary subscribers can interpret to advertisers the power of our home section. They are "advanced" women of a different type—"advanced" in the profession of home-making—"progressive" in the interest they take in the life work of their husband and family.

Our women readers realize that out of the "practical" things come most of their heart's desires; that out of fields, herds, flocks and dairy, come the home beautiful, the automobile, better clothing, health and happiness. Knowing this they value and use The Family Circle department of The Nor'-West Farmer, which for forty years has been the practical assistant of western home-makers in their daily tasks.

These women, because they know the source of their buying power, supervise the poultry and dairy and so we include these two departments of particular interest, when we speak of our women's section. The list of deparments but gives an inkling of the thoroughness with which we supply the magazine needs of our home-makers and the interest they take. Our paper is considered by them a valuable educative and moral force in the family for which they provide. It is *in every issue* a woman's paper.

Advertisers can secure the trade of Western Canada's home-making farm women by linking up with this influence.

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A. B. C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

The
United Farmers' Guide

Leads in the Maritime Farm Paper field in the two essentials required by the advertiser.

(1) **Quantity of circulation — based on the A.B.C. Audit.**

(2) **Quality of circulation—based on reader ownership.**

And the fact that these are recognized by advertisers is proven by the fact that it leads in the volume of advertising carried.

The United Farmers' Guide

Published on the 1st and 15th of each month

Editorial and Business Offices
MONCTON, N.B.
Printed at GARDENVALE, QUE.
Branch Offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg
1478 Broadway, New York
MEMBERS OF A.B.C.

"In the Land of Evangeline"

May Tax Advertising in U.S. Publications Entering Canada

The extension of the tax of 15 cents a pound on American advertising matter to the advertising carried by United States publications which cross the border is one of the proposals said to have been made to the Finance Minister for inclusion in the forthcoming budget. It is estimated that the application of this tax to the advertising in one weekly magazine alone would have brought in half a million dollars in revenue during the past year.

Those who favor the tax believe that some American magazines would open up branch plants in Canada, where purely Canadian editions carrying Canadian advertising would be printed.

Audit Bureau for England

Plans to establish something approaching to an Audit Bureau of Circulations in Great Britain are rapidly becoming more definite. Toward the middle of March the *Daily Mail* announced its intention to hand over the conduct of the "Net Sales" campaign to the Association of British Advertising Agents. The chairman of the Council of the organization, interviewed by *The Advertiser's Weekly*, states that a large number of publishers have already filed certificates of net sales, and these are being classified and compiled by a separate branch of the organization which is now coming into being. The cost of this work will be undertaken for the time being by members of the A.B.A.A., and the Bureau of Information organized to handle the work will be under the control of the Association.

The need of Canadian Trade Representatives in the United States to develop sales and assist in righting the exchange situation was urged before a meeting of the Toronto Board of Trade on April 5 by Lieut-Col. John A. Cooper, formerly Canadian Government representative in New York. The speaker showed: (1) That Canadian trade with the United States has declined in comparison with our trade with other countries; (2) that Canada has adopted the principle of trade representation in every country in the world except the United States, and (3) that it is absolutely necessary to increase Canadian exports to the United States in comparison with Canadian imports if the Dominion is to be relieved of a net annual loss of $40,000,000 or more in exchange.

As a mark of respect to the memory of Philip H. Yawman, president of the Office Specialty Manufacturing Co. Ltd., who died at Rochester, N.Y. on April 5th, the firm's factory, offices and branch stores throughout Canada were closed on the morning of the funeral. Mr. Yawman had been practically retired from active participation in the business for some time.

Copy now appearing in eastern farm papers for the Frost Steel & Wire Co. Ltd., will shortly go out to western agricultural journals. Contracts and instructions are now being prepared by McConnell & Ferguson, London.

A. W. Shaw, editor of *System* and former head of a division of the United States War Industries Board, has been enrolled by Secretary of Commerce Hoover as a volunteer assistant to organize committees representing various trade groups with a view to co-operating in foreign trade promotion work.

W. G. Steward has resigned from the position of advertising manager with the Goodyear Tire & Rubber Co. of Canada Ltd., which he has held for the past three years. Mr. Steward's future plans have not been announced.

Westerners Buy Sarnia Observer

The *Canadian Observer*, a Sarnia daily, has been purchased by two western newspaper men, H. M. Hueston and Allan Holmes, of Prince Albert, Saskatchewan. Mr. Hueston will become manager of the Sarnia property, while Mr. Holmes remains in charge of the Prince Albert *Herald*, which they also jointly own.

Mr. Hueston entered newspaper work in 1893 with the Ottawa *Citizen*. Both he and Mr. Holmes had considerable experience on the Winnipeg dailies before going to Prince Albert.

Out of 520 replies received from members of the Montreal Board of Trade in answer to a questionnaire on the tax question, 455 were in favor of a general turnover tax. Only 22 of the same number of replies answered in the affirmative to the question "Are you in favor of the retention of the business profits tax?"

The Shaw Correspondence School, Toronto, which has been located in temporary quarters since being burned out at the corner of Gerrard and Yonge, is now established permanently at 364 Yonge St.

Walter M. Lowney, well known Boston candy manufacturer, died suddenly at Atlantic City on April 4th, of heart disease. He was 65 years old.

Travel copy for the C.P.R. to extend over a period of six months in farm papers is being put through by R. G. Amiot, passenger agent at Montreal.

Contracts and copy for the Canadian Consolidated Rubber Company's spring campaign have been sent out this month by A. McKim Ltd.

A new campaign that has attracted considerable attention during the last month in Canadian magazines, advertises Lloyd Baby Carriages, manufactured in Menominee, Mich. The account is handled by Vanderhoof & Co., Chicago.

Billboards are carrying a new campaign for Sunco Motor Oils and Greases. So far the Sun Company of Canada has used no medium other than posters.

The Position the Retailer Occupies in Western Canada

WESTERN Canada's retail trade is done by some 12,000 merchants located in 2,000 cities, towns and villages.

Seventy-five per cent. of these retailers are located in small towns and villages. Their trade is farm trade. And yet farmers form only 65% of the total population.

Why are three-quarters of these retailers devoting themselves to some three-fifths of the consuming public ?

Census returns prove that the average number of people per farm home is larger than in urban centres. This necessarily means there are more people per home unit whose varied wants must be filled.

Government Blue Books show the average farm income is higher than the average urban income. It naturally follows, therefore, that farmers have more cash available for purchasing than any other class.

The farm trade is essentially and predominantly a trade done through local retail stores. The retail store is just as necessary to the farmer as the farmer is to the store.

The farm trade offers you therefore, the following advantages. It is the large trade, numerically and financially, and you can use the maximum number of retail outlets to reach it.

Does it not just as logically follow that the farm journal is the medium to reach this trade through advertising ? The farm journal is the farmers' trade paper. The distance of the average farmer from town makes his purchasing trip a "buying" rather than a "shopping" event. You can sell the farmer and his wife your goods before he "starts for town."

Taking everything into consideration

The Grain Growers' Guide

And Its Exclusive Auxiliaries

is unquestionably your safest and quickest way to cash-in on "Consumer Demand" and "Acceptance."

First : Because The Guide's paid circulation of 82,000 weekly is the largest in this productive territory. It gives you a much closer distribution than any other medium—reaching, as it does, one in every two and a half farm homes in this field.

Second : The Guide provides a greater amount of reading matter per annum than any other farm journal. Each issue contains something of interest to every member of the family. This is one reason why its circulation is the largest and why it carries the greatest volume of advertising appealing to the various members of the home.

Third : Because The Guide is in monthly touch with the retailers of Western Canada. This constitutes an intimate point of contact which naturally lessens sales resistance.

Remember, the Retailer is your final salesman! When you can consistently get closer to him at no additional expense to yourself, it should be worth your while enquiring for particulars regarding our **Free Auxiliary Services.** Many advertisers and Retailers alike are already benefitting through our co-operation. Besides, your jobber and wholesaler will be pleased since The Guide is helping them to move the goods entrusted to their care.

Women's Numbers

The Guide is the only purely farm journal to give a super-service to the farm women of Western Canada. While each week's issue contains reading matter of interest to women, the *second* issue of each month is devoted almost entirely to them. These issues are known as "Household Magazine Numbers." If your product relates to the home, your schedule may well include these regular monthly issues.

Address nearest office

Head Office : WINNIPEG, MAN.

Toronto, Ont., 53 Yonge St. | **Montreal, Que., Gardenvale P.O.** | **Moncton, New Brunswick**

New York, N.Y., 1478 Broadway

Members A.B.C.

Co-operative Life Insurance Advertising at Last Under Way

THE story of what life insurance means, from both the individual and the national viewpoint, is to be told in a large and extensive newspaper campaign from coast to coast in Canada, commencing this month.

"Life Insurance as an Institution" is the keynote of the copy, which is being sponsored by the Canadian Life Officers' Association and the Canadian Life Underwriters' Association. J. H. C. Graham, secretary of the latter association, has the organization work in hand, and is working with a committee of four in the preparation of the series.

Mr. Graham states that only daily newspapers will be used, and of these only the A.B.C. members at each point. This decision has been arrived at after an investigation of the field, which has indicated to the committee that A.B.C. newspapers are in every case sufficient to cover the territory in which they are published.

The copy is all of one size—133 lines on three columns—and will be run fortnightly from about the middle of April to the end of the year in approximately 60 newspapers. The campaign will cost roughly in the neighbourhood of $30,000. It will not be placed through an advertising agency.

Like most co-operative campaigns this life insurance publicity is not designed to take the place of the efforts of individual companies. It merely supplements their advertising and furnishes a background of facts and figures which have more standing with the public when nationally advertised than when they are advanced by salesmen for individual companies. Whether a campaign of 16 insertions will achieve the result evidently desired by the Association or not remains to be seen. It is more than probable that by the end of the year the sum of $30,000 will be deemed entirely inadequate for so big a task.

However, the campaign is to get a start on this basis, and perhaps the experience gained will have a great deal to do with the planning of a further series in 1922.

The copy will not be devoted exclusively to harrowing stories of what may happen to bereaved families, left without insurance. It is full of statistics concerning the death rate, the ages of greatest earning power, the uses to which insurance may be turned, and many other matters which are too seldom connected with life insurance. One somewnat novel feature will be the discussion of life insurance from the national standpoint, showing that funds paid in on account of life policies are utilized in the building up of the finances of the country. One of the advertisements analyses the uses to which these moneys are put, and gives the percentage placed in various stable securities.

Toronto Tailors Try Advertising

IT may take "nine tailors to make a man," but it only takes eight tailors to make an advertising campaign for merchant-tailored clothes. The eight tailors in question have combined to sell the Toronto territory the quality and economy of made-to-order clothes, in contradistinction to the claims of the ready-to-wear clothiers. Five column copy, prepared by Smith, Denne & Moore, advertising agency, is appearing in the Toronto dailies, Toronto *Saturday Night* and *Rosedale Topics*.

The Merchant Tailors Co-Operative Association, which sponsors the advertising, has determined to run a limited campaign both spring and fall. The first two advertisements, which have already appeared, are notable for the dignity and restraint of both layout and copy. In preparing the campaign it was realized that a small local group of merchant-tailors could scarcely hope to compete in the matter of illustration with the highly-decorated advertising of the chain-store clothiers or the manufacturers of nationally distributed clothes for men. No attempt was made to do so. The art-work involved is of an incidental character, merely intended to lend atmosphere and dignity to the "straight talk" brand of copy which is attractively grouped around it.

No extravagant claims are made. The following paragraph from the first advertisement is characteristic of the "tone" of the argument throughout:

"Is a man justified in taking though to his clothes? Is he wasting time and effort to secure clothes that are scientifically made to suit his build and general appearance? Isn't quality of cloth, as important in its way, as quality of tobacco? Isn't appearance in clothes as important as the appearance of an automobile? Clothes, we believe, are an interesting and important phase of life and deserving of more general consideration than the average man gives to them."

Already the Association has expressed satisfaction with the comment aroused and enquiries resulting from the opening advertisements of the campaign.

Healy Goes to Quebec Dailies

Walter J. Healy has been appointed advertising director of *L'Evenement*, Quebec City, and *Le Nouvelliste*, the new French daily started a few months ago in Three Rivers.

Since last June *L'Evenement*, which is the oldest French daily in Canada, has been under the management of Florian Fortin, formerly manager of *La Tribune*, Sherbrooke. Last November, following a complete re-organization of all departments of the paper, *L'Evenement* was changed from an evening to a morning newspaper. New presses of the latest design will be installed next month, and *L'Evenement* will then appear as an eigh column paper.

Both papers have applied for A.B.C. membership and the first audit wi be made early this summer. Mr. Healy, whose experience thoroughly qualifies him for his new position, will take charge of promotion work and general advertising representation for the two papers, with an office at 30 St. John St., Montreal.

Nitro-Bacter Soil Vaccine, a fertilizer manufactured by the Soil Vaccine Co., of Ontario Ltd., Toronto, is being advertised in a number of Ontario farm papers. Copy is being placed by E. Sterling Dean. It is expected that the campaign will be extended to eastern and western provinces in the near future.

Mr. H. E. Brasier, who has been Overland Service Manager for Canada for some years has been appointed manager of the Toronto branch of Willys-Overland Ltd., succeeding Mr. H. D. Scully, resigned.

Home Building Show in Winnipeg

Representatives of the building trades in Western Canada staged a Home Building Exposition in the Winnipeg Board of Trade Hall, from March 28 to April 2. The arrangements were under the direction of H. H. Lincoln, editor of the Architecture and Building Department of the Winnipeg *Free Press*. Many excellent exhibits were shown, and a programme of lectures and motion picture demonstrations from 2.30 to 8.30 p.m. each day, were largely attended. A highly-advertised feature of the Show was a draw for a $4,000 bungalow. During the Exposition the *Free Press* conducted an essay contest among school students, awarding eight prizes for the best essay on "Why One Should Own His Own Home."

The MacLean Publishing Co. Ltd. announce the appointment of Mr. R. M. Barbour as advertising manager and Mr. W. C. A. Moffatt as editor of *Bookseller and Stationer*.

The importance of paper in the formation of a booklet is ably and excellently demonstrated by a recent piece of publicity issued by Howard Smith Paper Mills Limited, Montreal. The booklet is entitled "A Canadian Achievement" and is a really beautiful piece of printing in two colors and black.

L. B. Beale, British Trade Commissioner for Western Canada, who is stationed at Winnipeg, has just left Montreal for the Old Country, where he is to tour manufacturing centres with information concerning Western requirements, particularly in agricultural machinery and implements, and telephone instruments. He is accompanied by Mrs. Beale, and will visit a son, who is being educated in England.

W. D. Beath & Son Limited, Toronto, are advertising welded steel barrels in Western Canada.

Canadian Countryman

and

Massey-Harris Co.

A Tribute to Canadian Countryman's standing from an Eminent Authority—

One of the World's Three Largest Manufacturers of Agricultural Implements.

HEAD OFFICE - TORONTO, CANADA

FACTORIES - TORONTO, WESTON, BRANTFORD AND WOODSTOCK, ONTARIO, CANADA

BY APPOINTMENT TO H.M. THE KING

MASSEY-HARRIS COMPANY, LIMITED
Makers of Farm Implements
Established 1847

TORONTO CANADA
February - Sixteenth,
1921.

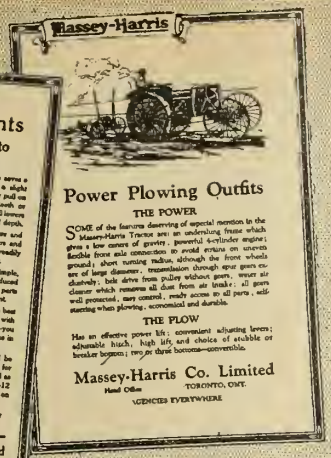
"The Canadian Countryman",
Goodyear Bldg.,
154 Simcoe St.,
Toronto, Ont.

Dear Sirs:-

We have used "The Canadian Countryman" from the very first and have watched with interest its development from year to year. We now consider that it is one of the best farm papers of Canada, or for that matter of North America. While we are not in a position to trace direct results from our advertising we believe that from the character of your publication it should and does bring us good results.

WE/I

Yours truly,
MASSEY-HARRIS CO. LIMITED
Mgr. Advertising & Printing Dept.



Massey-Harris
Making Hay the Modern Way
...t the most and the best hay you must use modern Hay-Making ...ethods. The time for getting in the hay is short, as the quality ...ends on the quickness and the promptness with which the cutting and ...d weather should be secured. The expense of the cutting without delay ...by using Massey-Harris implements in the work. Without any ...e hay in the best condition, without undue haste.
...Massey-Harris Mower is strong and ...ight, runs easy and is easy to ...ontrol, runs easy and is easy to ...ontrol, runs easy and is easy to ...ontrol

13,000

THIS figure represents a conservative estimate of the present population of Oshawa — the fastest growing town in Canada to-day.

The Only Way

to reach the homes and pockets of these prosperous people is through the columns of

The Ontario Reformer

OSHAWA, ONTARIO

Issued Every Other Day

In Kitchener

The Daily Record Leads

In Circulation
In Advertising
In Prestige

Daily Average for Feb.

5,258

Member A.B.C.

Rates from any recognized agency or direct

The
News Record, Limited
Kitchener, Ont.

End of "The World"

The Toronto World, after a year in the hands of a liquidator, ceased publication with its issue of Saturday April 9th. Its assets have been acquired by the Mail & Empire, which will continue to publish the week-end Sunday-World.

To what extent the Mail & Empire will be successful in "taking over" the World's circulation remains to be determined by public preference. When the Mail similarly took over the circulation of the Toronto Times (formerly the News) about a year and a half ago, the acquisition did not add materially to the Mail's circulation beyond a few month's period.

Probably both Toronto morning papers will secure a share of the World's readers, as was the outcome in Winnipeg when the Tribune took over the Telegram, yet was able to hold only a portion of the Telegram's readers.

The last A.B.C. report made by the World was for the six months ended March 31st, 1920, and showed a net paid city circulation of 20,337, and a net paid suburban and country circulation of 12,114. Both figures showed a marked decline during the next six months, according to publisher's statement to Lydiatt's Book. Since last March a liquidator has been in control, and it is believed that as a consequence of the issue of a smaller paper, with relatively scant news and advertising, that circulation decreased very rapidly. Indeed this may in part explain the steady increase in circulation of both the Mail and the Globe during the past six months. Latterly a considerable portion of the World's circulation has been free distribution, the paper undertaking to blanket certain outlaying sections of the city in consideration of merchant's advertising in the locality. Dictionaries were also being sold at low rates with subscriptions.

In the Sunday World, however, the Mail has secured a much different property, with a well-established circulation close to 100,000 copies weekly, also a substantial advertising patronage. This has been the real business end of the World, strong enough to carry the morning daily to a large extent. In the Mail's hands it should soon show marked improvement particularly in editing and make-up.

The World has been published for over 40 years, and the Sunday World for 30 years, always by W. F. Maclean and his associates. At no time in its career was it strong financially—and efforts during the past year to bring about a reorganization have been without success. The passing of the World affords additional evidence of the increasing difficulties of profitable newspaper operation, of which advertisers who clamour for lower advertising rates seem to have no appreciation.

An attractive campaign for Betty Brown Candies, manufactured in Toronto, has recently made its appearance in a number of Canadian dailies. The copy emanates from the office of Norris-Patterson Ltd.

McKim's Montreal Office Moves

A. McKim Limited, established in Montreal over 30 years, have just made another move into larger premises, the new address being 475 Phillips Square, where they occupy the whole of two floors.

Montreal Admen Meet

The French section of the Montreal Publicity Association held their luncheon March 16, at the Queen's Hotel, a large number of their English-speaking confreres also attending to hear a most interesting address by J. L. K. Laflamme, editor of La Canadienne, on the extent of the French press in America. Henri Gauthier presided, and amongst the guests were Adelard Archambault, former Lieut.-Governor of the State of Rhode Island, E. M. Emery, honorary president of the association, and E. J. E. J. L'Esperance, past president of the association, and district governor of Kiwanis International for Eastern Canada.

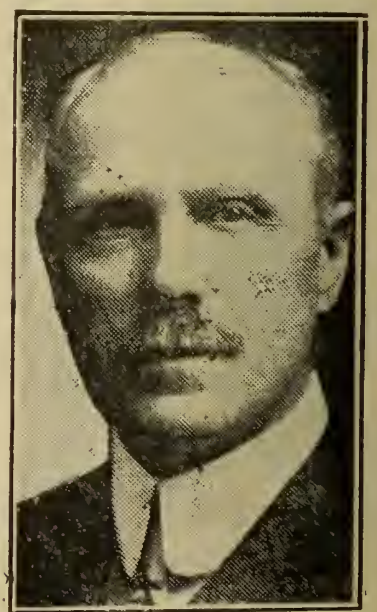
Mr. Laflamme said that over 200 French papers had been published in North America since the first one, 120 years ago, in the United States, but only thirty had survived. But considering the difficulties of the newspaper world, it might be said that they were in a strong position. He claimed that French newspaper men had founded many French and French-Canadian enterprises, while of the many French-Canadians who had won political honors in the United States most of them, including Pottier and Archambault, were old newspaper men.

Business is being placed direct by the Farmer's Auto and Accessory Company, Toronto, with a number of farm papers.

The Potts-Turnbull Advertising Agency, Kansas City, will shortly be placing business in Canadian publications for Coleman Quick-Lite Lamps, manufactured in Toronto.

Death of H. N. Barry

H. N. Barry, for twenty years business manager of the Weekly *Sun*, later the *Farmer's Sun*, and well known in advertising circles, died on the morning of March 31st after a lengthy



illness. The late Mr. Barry was associated with Prof. Goldwin Smith and others in the ownership of the old Weekly *Sun*, and much of its success was due to his ability and energy.

(*Continued from page 262*)

they point out that increases in rates have not kept paee with their increases in costs.

Several of the farm paper publishers see possibilities of an eventual reduction in advertising rates—but not until paper and labor costs show substantial reductions, and this is not expected for some time. Plans for improving service to readers and advertisers have been held in abeyance because of mounting costs—and any expeeted savings in costs will be applied in this direction.

It is not overlooked that some publications have announced rate reductions. But these have been more apparent than real. Rates had been advaneed to too high a point as compared with other mediums of like standing, or circulation guarantees were not realized, necessitating an adjustment.

If advertising rates should be forced down, thinks one publisher, publishers will be seriously handicapped, and that would mean that the advertisers themselves would suffer because the best service cannot be given on a losing basis. Rates as now prevailing are generally not unreasonably above pre-war levels—while for several years advertisers have benefited by the publisher's inability to make increases in selling priees effective along with his increases in eost. Costs must come down considerably to enable publishers to eateh up with them—with little prospect of getting very much ahead in the game.

On the whole there is not mueh encouragement for the advertiser who hopes to continue, or even resume, planning his advertising on a low-eost basis. There seems little, if any, ground for expecting anything substantial or general in the way of rate reductions—not for this year, in any event.

The Willys-Overland Company, Toledo, O., has placed its account with the United States Advertising Corporation, a new agency recently established in Toledo, headed by the former advertising manager of the automobile concern. This change will not affect the Canadian advertising of Willys-Overland Ltd., which will continue to come through Martin V. Kelley Co., Toledo.

A campaign for Exide Batteries of Canada Ltd., Toronto, commenced this month in Canadian newspapers. The copy is being placed by The Geo. Batten Company, N.Y.

Copy is being sent out by the Federal Advertising Agency, Ltd., of London, advertising Sir Haig Cigars, manufactured by William Ward Sons Co. Ltd., of London, Ont.

Alberta and Saskatchewan

PAY

73%

of Canada's Farm Income Tax

ACCORDING to a return brought down in the House of Commons on March 4th, last, it was shown that the farmers of Canada had paid up to February 28th, 1921, $957,980.27 in income tax of which ***$702,119.37, or 73% had been paid by the farmers of Alberta and Saskatchewan.***

Obviously this is the

Best Field in Canada To-day

for the marketing of nationally advertised goods

THE FARM AND RANCH REVIEW, with its circulation concentrated among these very farmers who have contributed so well to the Government's Exchequer and being the only standard agricultural publication with an A.B.C. rating published between Winnipeg and the Pacific Coast, offers you the most effective and economical method of covering this field. In spite of excessive increases of production cost our line rate remains on a pre-war basis, as follows:

Line rate per 1,000 circulation 1913	**.007**
Line rate per 1,000 circulation 1921	**.007**

Any Agency will be pleased to go into details with you, or write direct to:—

The

Farm and Ranch Review

Published 5th and 20th of Each Month

CALGARY *Members A.B.C.* **ALBERTA**

No Premiums

No Strong Arm Methods

are used to increase the circulation of THE FARMERS' SUN, why? Just simply because they are unnecessary. *The circulation of The Sun has increased over 29,000 inside of two years,* and all these new subscribers put their names on our mailing list voluntarily, and paid their subscriptions in advance.

Reader Ownership

The Farmers' Sun is owned by its readers. It is the official organ of The U.F.O. which has a membership of 65,000. These facts make The Sun of greater value to an advertiser, because the farmer will look in his own paper, for anything he needs.

40,000

A.B.C. Circulation

The largest circulated farm paper in Ontario

Ask your agency's advice

The

Farmers' Sun

299 Queen St. West

TORONTO

Member A.B.C.

Four Rules for Successful Letter-Writting

(*Continued from page 251*)

letters that expressed this sentiment, in one way or another. Here are three examples that are typical:

1. "We wish to inform you that beginning March 1st, there will be an extra charge of 10c for all goods delivered outside of the one mile radius.

2. "Answering your favor of the 5th, would say that we can give you a price of $75.00 per gross, etc., etc.

3. "We wish to call your attention to the fact that commencing at once all material purchased from us, will be delivered free of charge anywhere within the State of New York."

These instances are by no means unusual. You can probably find sentences like them by the dozens, right in your own files.

Let us look at them and see why they aren't human; how they vialate most of the things we know about visualization. Take No. 2, for instance, twelve words in a brief letter of this kind absolutely wasted. Why tell anyone that you would say something, and that you can give him something, instead of saying it and giving it, without beating about the bush? How mueh more desirable to a busy man would be an opening paragraph of this nature?: "Gentlemen: $75.00 per gross is the March price, of ." Many a purchasing agent has told me that often, in sheer desperation, he has been forced to demand almost telegraphic replies to his inquiries because he didn't care to spend the time wading through redundant phrases, which told him that they were about to tell him something.

See how much easier the third letter would be on the patience of the reader if it went something like this: "Beginning at onee, all materials purchased from us, will be delivered free, etc."

At least a half dozen words saved, to say nothing of the added value of our letter because of its clearness.

Does visualization pay? Some of the finest successes in the business world, bear affirmative tribute, only too eloquently. A rubber company in Akron, Ohio, unhesitatingly says that it has made, literally, millions of dollars in the last five years because it taught its correspondents the valuc of visualizing their readers when they wrote.

Starting on an almost beggarly salary, as a station agent, the founder of Sears, Roebuck & Company, built a colossal business, because very, very early in the game he realized the absolute neeessity of putting himself in the other fellow's place.

And *you*, no matter what your task may be, whether president of the concern or cub correspondent, just feeling his way, can rise as high as you are capable of going in the correspondence field, if you faithfully set yourself to the task of understanding, as nearly as is humanly possible, the person who is to receive your letters.

The other two rules of resultful correspondence are comparatively simple and need little more than a statement to bring out their point. The third rule is that of *simplicity.*

It would be easy to write a whole book on this subject, but there is just one point to be made. Most of us have very simple tastes and desires. Most of us speak in simple language. Most of us, for that reason, react most favorably to those letters, all other things being equal that speak in simple every-day language.

If only fewer letter writers felt the necessity of being "literary!" Here is a letter that was sent by the Secretary of a hard-headed, brass tack bank. He mailed it to a list of farmers, and wondered why he failed to get a response:

Mr. Hiram C. Taylor,

In these unprecedented times, when the enormous burdens of economic depression, tend to fall on the shoulders of the farmer, it is extremely essential that you do everything in your power to circumvent the possibilities in your own life.

There is no better way we know of to stem the tide of the approaching depression than that of judicious investment of one's surplus funds. What are you doing to retrench?

Perhaps a talk with us on the advisability of safeguarding your surplus funds, especially right now, would be advantageous to you.

Hoping to have the pleasure of hearing from you at your earliest convenience, we remain,

Yours truly,

————BANK.

Can't you almost hear the farmer swear? Contrast this letter with those sent out by banking institutions that have taken pains to be simple, and to speak in terms that mean something to the reader.

For most business purposes, you will be agreeably surprised at your results, if you confine your letters to the short Anglo-Saxon words, that most people use in their daily talk. This doesn't imply that we should by any means do away with the larger, meaningful words, that have such splendid possibilities. It does mean, though, that many of our letters would benefit and benefit

largely, were we to urge upon our correspondents the worth whileness of the shorter word and the less literary expression in business.

The fourth rule applies particularly to sales letters: *Eliminate the over dramatic and fire-work element in our correspondence.* A few months ago, a doctor in Detroit, received from a noted desk company, in the middle-west, a letter that started out like this:

Dear Doctor:

DO YOU REALIZE THAT YOU BARELY ESCAPED GOING TO THE LUNATIC ASYLUM? You certainly would have landed there had you bought your office furniture from any other concern, since we have effected a 40% discount that is bona fide."

Here is a letter sent out by a leading tailor of Chicago:

"Mr. Jones,
Successful and Sensible Sir:

"Suits, slick, soft, sensuous and silk. Suits for short, stout, slim, successful sirs."

It went on this way and ended with:

"Step in soon to start something stylish."

Yours,
————, Tailor.

Both of these letters illustrate very clearly the danger that a great many letter writers are getting into today. For some uncanny reason, we feel that the only way to attract a man's favorable attention, is to shock him, to give him something wildly over-dramatic. Facts show that the contrary is almost the case. A certain amount of the dramatic element in letters is a good thing, yes, but the moment we begin to bring in high verbal explosives, literary fire-works and its attendant furores, that moment we disgust our reader, rather than please him.

It is just as wise to come into a man's home and endeavor to attract his buying attention by setting fire to one of his rugs, as it is to shake our fingers under his nose in a letter.

One of the strange but almighty interesting facts of life is the tendency of human beings to go to the extremes. We either swing violently to one side of the pendulum, by filling our letters with dead, colorless stereotype phrases, or go to the opposite extreme and blaze at our reader in letters of flame.

The middle of the road is a pretty lonesome place, as those few who have tried to walk upon it, can testify. That is why, it is not unusual to find our letters of today, either filled with dull, heavy, plodding phrases or else just the opposite, jazzed up to the limit of their capacity.

CONCENTRATION

MUCH of the success of THE OTTAWA JOURNAL DAILIES can be attributed to the fact that they serve a particular locality and that no newspapers from outside points are serious competitors.

This is doubly true of

The Ottawa Farm Journal

the dominant Farm Home and Rural Medium in the Great Central Dairy Belt.

Its circulation is so particularly valuable because so remarkably concentrated.

Less than 500 copies of a total distribution of nearly 25,000 are circulated outside the 17 Counties of Eastern Ontario and the English-speaking Counties of Western Quebec—and in this territory "The Ottawa Farm Journal" has **by more than 8,000 a greater circulation than any other Canadian Farm Paper.**

"The Ottawa Farm Journal" is the one indispensable medium to cover this territory.

Ask any Advertising Agency

Average net paid circulation
January, February and March, 1921, 24,582

THE OTTAWA FARM JOURNAL
OTTAWA, (Member A.B.C.) **CANADA**

BRANCHES:

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

Sales Managers' Association Applies for Dominion Charter

Application for a Dominion charter is being made by a Winnipeg organization known as the Sales Managers' Association of Canada, which commenced local activities in 1915, but has not so far extended its sphere to other cities.

The Association has brought many prominent speakers to Winnipeg to address its semi-monthly meetings,

MR. D. McIVER
G. F. Stephens & Co., Limited, President of the Sales Managers' Association of Canada, 1921.

which are frankly of the "get-together" sort for the discussion of sales objectives and policies.

The officers this year are: D. McIvor, Sales Manager of G. F. Stephens & Co. Ltd., president; G. C. Macker, Thos. Ryan & Co. Ltd., 1st-vice.; and T. A. Kennedy, McClary Manufacturing Co., 2nd-vice.

One of the important features of the Association's work is the circulation of weekly sales letters of an inspirational character to its members, who in turn send them out to their travelling salesmen. These letters deal with aspects of selling in the western territory, and are framed by the secretary of the Association, H. E. Morton, who has had a great deal of newspaper experience, and is at present the editor of "*Better Business*" and "*The Credit Journal*," two organs published by the Canadian Credit Men's Trust Association Ltd.

Conditions arising out of the war, which were really responsible for the formation of this local body, have served to prevent its extension to other parts of Canada. Since the armistice the matter of securing a Dominion charter and attempting affiliations with other cities has been discussed more than once; but not until this spring has any definite move been made in this direction.

President McIvor informs MARKETING that a number of enquiries from cities in both Eastern and Western Canada have been received in the last few months at the headquarters of the Association, 608 Confederation Life Building, Winnipeg, which would indicate that it requires only a little organization work to make the Association national in scope.

❦ ❦ ❦

Engravers' Combine in New York, Too!

Aggravated by the same conditions which obtain in Canada, the Publishers' Association of New York has announced its support of a bill which would extend the provisions of the Donnelly Anti-Trust Act to the activities of American engraving concerns. A memorandum just issued by the publishers says in part:

"At the present time there is in existence an agreement and combination between and among competing manufacturers of photo-engraving plates in New York county, now comprising the Photo-Engravers' Board of Trade and the Photo-Engravers' Union. The manufacturers involved represent more than 90 per cent. of the production in the county.

"The agreement provides that members of the union shall work for no one but members of the manufacturers' association.

"In furtherance of the provisions of the combinations, the manufacturers, at the instance and under their agreements with the union, put into effect and are now maintaining a standard scale of prices which are from 87½ per cent. to 220 per cent. in excess of the prices theretofore in force.

"A substantial part of the increased profit on the enforcement of this standard scale of prices is taken by the union in the form of increase wages.

"The union refuses to permit the manufacturers to sell their product to any consumer, whether publisher, advertising agency or other user, below the standard scale.

"The officers of the union have directly intervened and called upon publishers and stated that the union has established a set of prices which the employing photo-engravers are required to charge their customers, that the union members will not work for any concern which charges a lower price than that set by the union, and unless payment should be immediately made according to the scale a strike would be declared against the employing photo-engravers who were furnishing the particular newspapers with plates."

The conditions described are practically identical with those which afflict the printing and publishing industry in Canada, and action is now under way in Toronto aimed at securing government interference along similar lines.

❦ ❦ ❦

The Canadian Reconstruction Association is urging an enquiry by the Dominion Government into the matter of imports from Switzerland, claiming that there is reason to believe that German goods are being brought into this country under Swiss trade marks. It is significant that Canada is buying nine times as much from Switzerland as she is selling.

❦ ❦ ❦

The necessity of scientific research in Canada, not only as a means to progress, but as a means of retaining advances already made, was urged in an address before the Toronto Canadian Club by Dr. C. E. K. Mees, director of the research laboratory of the Eastman Kodak Company, early in April. Dr. Mees said that the only reason Canada had not a laboratory for scientific research was that Canadians did not know how badly they needed it.

❦ ❦ ❦

Copy for the Canadian Steel & Wire Co. Ltd., has recently been sent out to farm papers by the Hamilton Advertising Agency.

Much Wheat Still in Hands of Western Farmers

An estimate, procured from a reliable source by the *Grain Growers' Guide*, showing the amount of wheat still in the hands of Western Canadian farmers, enables a number of interesting conclusions to be drawn concerning the potential purchasing power of the West during the year, prior to the next harvest.

ESTIMATE OF WESTERN CANADIAN WHEAT CROP
AS AT MARCH 22nd, 1921.

	1920 Crop	1919 Crop
Inspected to date	155,000,000 bu.	96,000,000 bu.
*Stocks in Store in Western elevators	25,000,000 bu.	10,000,000 bu.
Stocks held by farmers for seed and feed (not for sale)	37,000,000 bu.	37,000,000 bu.
Held by farmers—For Sale	30,000,000 bu.	15,000,000 bu.
Total held by farmers for disposal	45,000,000 bu.	21,000,000 bu.

*Of the amount in store in elevators, it is estimated that 60% is still owned by farmers and remains to be sold.

British Columbia Leads Canada in Value of Farm Lands

The Monthly Bulletin of Agricultural Statistics issued by the Dominion Government publishes a table which shows British Columbia as having greatly increased the value per acre of its occupied farm lands during the last ten years, in comparison with other provinces. An extract from the table is here quoted:

	1910	1920
CANADA	$ 33	$ 48
P.E. Island	31	49
Nova Scotia	25	43
New Brunswick	19	35
Quebec	43	70
Ontario	48	70
Manitoba	29	39
Saskatchewan	22	32
Alberta	24	32
British Columbia	74	175

The advance of British Columbia in this respect, evidently due to intensive production per acre, is very marked. It will be noted that while the average for Canada has increased only 45% since 1910, the farthest-west province shows an increase of over 136 per cent.

❦ ❦ ❦

An organization which presumably will have a great deal to do with the expansion of the Western Canadian market was granted Dominion letters patent during the first week in April, under the title of The Western Canada Colonization Association Limited. The incorporators are Lieut.-Gov. Brett of Alberta; Mervyn A. Brown, Medicine Hat; J. Ramsay, Edmonton; J. H. Ashdown and W. H. Carter, Winnipeg; A. E. McKenzie, Brandon; F. J. James and P. McAra, Regina; and F. R. McMillan, Saskatoon.

❦ ❦ ❦

The National Steel Car Company Ltd. has been granted letters patent authorizing the change of its firm name to that of Hamilton Car Company Limited.

❦ ❦ ❦

Among the larger incorporations announced this month are four Toronto concerns to be known as Canadian Evaporated Apples Ltd., Atlas Brick Co. Ltd., Cook Power Co. Ltd., and Marvel Shock Absorber Corporation Ltd.

❦ ❦ ❦

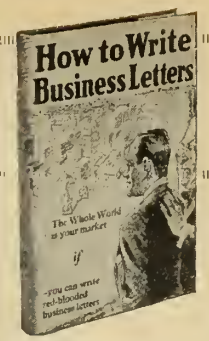
New Book on Saskatchewan

Manufacturers and agencies who are interested in the Saskatchewan market will find a great deal of new, up-to-date material in a booklet entitled "Saskatchewan: A Fertile Market," just issued by the Regina *Leader-Post*. Much of the data is charted, and all of it is presented in tabulated form, making the statistics printed that much more valuable. The booklet concludes with an analysis of the strong position of the *Leader-Post* combination in the Southern Saskatchewan field, and announces that plans are being formulated to enter the Moose Jaw territory, establishing an office in that city to handle advertising, circulation and news matter.

❦ ❦ ❦

New copy for the 1900 Washe is now appearing in Canadian farm publications.

Write Letters That Win



"IS it an inherent gift?" asks the man who, after trying again and again to write action-compelling letters, finds to his chagrin and loss that his letters *do not pay out*.

"Inherent gift?—indeed not!" responds the master letter writer. "To write letters that win, one needs only to *master* the principles and knacks of effective letter writing."

Get This Book on Letter-Writing

And this is comparatively easy to do. For **"How to Write Business Letters"** tells *how*. This is the famous book on letter writing, edited by Walter K. Smart, Ph.D., well-known letter-writing specialist — containing the methods, knacks and principles that letter-writing geniuses use to win sales, to open the purse strings of "slow pays" and re-win the good will of dissatisfied patrons.

"How to Write Business Letters" discusses letter writing from the "Dear Sir" to the "Yours truly." Every feature and angle is made crystal-clear. You see how to put "tone" into a letter; how to make it sincere; how to inject verve and "punch"; how to make the letter fairly alive with enthusiasm. You see how to make the best use of words; how to make each sentence "hit home"; turn each paragraph into a sledge-hammer blow that will impress your ideas, your wishes on the reader's mind.

Increase the Results from Your Letters

"How to Write Business Letters" was prepared after a thorough study of hundreds of letters. You will receive suggestions and ideas from almost every page. Letters, both good and bad, are reproduced, and in each case you see why the letter "made good" or why it failed. Follow-ups, too, are discussed; in fact, this remarkable book covers business letter writing from A to Z—every angle, every phase and every type of letter. Get it ***now***—and see what it holds for you.

Sent postpaid to any address in Canada on receipt of the price, **$1.75** a copy.

Send your order to

"*MARKETING*"
53 Yonge Street, - TORONTO

THINK of being able to advertise in a publication that is read by women only when in a buying mood.

It is a kind of super-catalogue, consulted by several hundred thousaud of Canadian women shoppers, at counters of dry goods and department stores, and bought by seventy-five thousand for further reference at home.

These women buy the Canadian Fashion Quarterlies solely as a shopping guide. They read it when in a buying mood. They welcome the information in your advertisement. That is why the Quarterlies are so exceptionally profitable for advertising of everything bought by Canadian women.

For specimen copies, advertising rates, etc., write.

Manager Advertising, 53 Yonge St., TORONTO

Over 18,000 Families

95% of them living in their own homes

A compact, well-to-do, steady-going, population — 100% English-speaking. A market worth winning, and once won, not easily lost. That's

Prince Edward Island

the richest province per capita in the Dominion, where the people live well, spend wisely and liberally, and are most industrious and prosperous. Reason enough for using the

Charlottetown Examiner

Every Evening

J. R. BURNETT, *Publisher*

Over One Quarter of Canada's Entire Population is Concentrated in the

PROVINCE OF QUEBEC

(85% of which is French-speaking)

Notwithstanding an higher advertising rate during 1920,

La Patrie

has published over 30,000 lines of advertising more than in 1919. This is proof that "LA PATRIE" is an excellent advertising medium to reach the French population of Quebec, which represents one-quarter of Canada's entire population.

"La Patrie" should not be overlooked by any advertiser who is determined to cover successfully the Province of Quebec.

Apply to any Advertising Agency for Rates and Circulation, or direct to the Advertising Manager.

"La Patrie" Pub. Co.

Limited

La Patrie Building MONTREAL

"LA PATRIE"

Is a Member of the Audit Bureau of Circulation

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Counsel Direct Mail Advertising Association

A $37,000.00 Suggestion

ONE of tbe leading Chicago packing concerns had been in the habit of using its regular expensive letterhead for every conceivable type of message originating in the institution.

Three weeks after a correspondence executive was appointed to the task of increasing the quality of the correspondence, he inaugurated a plan whereby good letterhead paper was used for outside correspondence only.

For inter department use he specified a cheap manilla paper, in most instances. For special messages that were to be kept in the files for an indefinite period, he specified a low grade bond paper. He standardized the paper used in every department, including scratch pads, memo forms, etc., etc.

In these days when reduction of overhead is such an important factor, there is hardly a concern but can benefit through similar measures applied at home.

* * *

Personal Interest—Direct Mail Success Recipe

An old Indian Chief, who lived the greater part of his life on a western reservation, was recently taken for a visit to New York. After a week spent among the gigantic buildings, the monstrous electric signs, the subway, the steamships, a block long, etc. etc., he was asked what thing seemed the most wonderful of these attributes of Civilization. He replied, "A water faucet." Question—why?

To the old Indian who had spent his life on the plains wherein the horrors of the thirst of the desert were part of bis very life force, water became the most valuable thing in his existence. The marvelous fact that in New York he could get water by simply turning a faucet—unlimited quantities of water—was to him a greater miracle than all the other features New York had, put together.

In that old Indian's reply lies the kernel of Direct Mail's success—*personal interest.* Those form letters printed bulletins, bighly engraved mailing pieces that emanate from so many offices, do not bave nearly the selling force that the simple man to man messages written in a personal way, usually achieve.

Direct Mail is making good to-day largely because it is bringing the water faucet to "Indians" on business reservations, all over the Englisb speaking world.

* * *

The Farmer and Mail Sales

Investigation shows that in spite of the fact that in the Fall of 1920 the farmer harvested less profits from his crops than he had expected, he was not in serious straits. He had plenty of money to spend but curtailed his money largely because being a keen analyst he knew that before long the drop in the price of farm commodities would be reflected in the drop in general merchandise prices.

Sensing this, Montgomery, Ward & Company, late in the summer sent this message to their farm trade:

> "We believe the thrifty people of America expect low prices and deserve them. When raw materials and commodities go down, the manufactured products must go down with them. If the grower of wheat, corn and cotton, finds the prices of his product cut, he has the right to expect at least a proportionate cut in the goods he buys for himself and family. The dollar he receives for his product *must have at least an equal value, cent for cent, with the dollar he spends when he buys the product of the other man.*
>
> "We priced this book on the basis that your dollar shall have its full old-time value, with the power to buy one hundred cents worth of good sound, durable, and usable merchandise."

In meeting the farmer half way' Montgomery Ward & Company took strenuous losses. In reward for this, it has won the confidence of the farmer in a way that is boosting the business of this mail order concern at a time when most people said it couldn't be done.

Direct Mail Merchandising, as business men are becoming to realize more keenly, means more than simply selling by mail. It implies an understanding of the customer's point of view and a desire to meet him balf way.

* * *

Competitors Using Direct Mail

One of the most noteworthy signs of tbe times is indicated by the increasing number of institutions whose prime interest lies in general publicity, that are turning to direct mail to promote their own ventures.

The Chicago *Tribune* is an interesting example. This newspaper, one of the greatest in the world, is mailing a 68 page book of facts to advertisers all over the continent. When a medium as powerful in its own field as this, must turn to Direct Mail advertising further to enhance the force of its message, the rest of us have something decidedly *worth while to think about.*

* * *

How Do Your Letters End

An analysis of 75 sales letters that came through this office in the past three weeks, shows that a little better than 10% of them end in a way that tends to induce *action.* Most of them wind up with some vague, stereotype conclusion that peters out feebly

The 10% that do the business, conclude in a specific way that is full of resultful suggestion.

A successful ending must contain a skilfully veiled *demand* for action. Here are two ordinary examples:

"Hoping to be favored with your order, we remain,"

"Thanking you in advance for whatever patronage you may bring our way, we are."

And here are two specific endings that are bringing in business:

"Sending for a trial order now doesn't obligate you in any way whatsoever. It merely gives you an opportunity to use your own judgment on this instrument, right in your own office. When shall we send yours?"

"Don't bother writing a letter—merely check the number you wish on the space provided below; O.K. the letter and drop it in your outgoing basket. We will take care of the rest."

* * *

Direct Mail Debate at Atlanta

One of the most interesting and instructive features on the program at the coming AACW convention at Atlanta in June will be a debate staged by the Direct Mail Departmental. Four nationally known speakers, two men and two women, will participate. The subject will be "Resolved that it is more advantageous and resultful to send to customers and prospects a well gotten out House Magazine, regularly each month for twelve months, than it is to send him twelve Direct Mail pieces, of the usual type."

* * *

Postage Stamps Versus Salesmen

In these fighting times business men are learning to depend more on the postage stamp to bring in the business, instead of upon the salesmen. An investigation recently made, shows that the avcrage salesman's call *costs about $4.00.*

For the same money nearly a hundred customers can be reached, and if the message be gotten out in harmony with good salesmanship, $1.00 spent in Direct Mail will sometimes bring nearly thirty times the results of the same money spent for one call made by a salesman. Under a proper systcm even an unusual direct mail piece costs not more than a few cents. When carefully planned and sent to a live, well checked list it is bringing amazing results to progressive concerns everywhere.

IT GOES HOME

In Quebec, the
Paper that goes home
(literally and figuratively too)
is

The Telegraph
EVERYWHERE

Typographical Excellence

ONE of the factors in effective advertising is the way in which copy is set up.

Our plant is not among the largest but it is complete in every detail and our costs are low because our men and equipment are busy practically all the time.

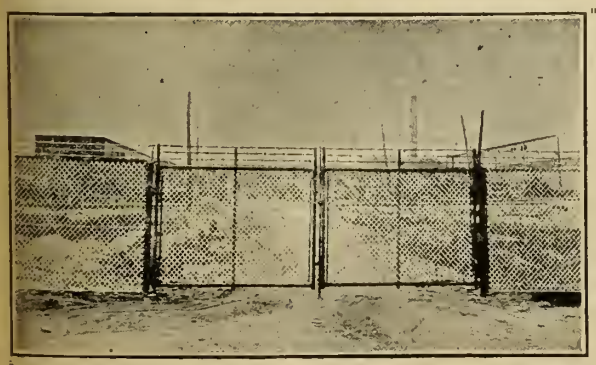
The Commercial Press papers have always been well printed and we have had from hundreds of advertisers warm commendation of the way we have set up their copy.

We would be glad to give full data re any of our papers.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal



WE ALSO MAKE: Steel Lockers, Steel Cabinets, Steel Shelving, Steel Bins, Steel Lavatory Compartments, Steel Chairs and Stools, etc., Ornamental Iron and Bronze, Commercial Wirework of all kinds, General Builders' Ironwork.

The Barrier That Says "Who Goes There?"

Dennis Chain Link Fence

Forms an insurmountable wall of steel especially adapted for the fencing of factory grounds.

It centralizes the exits and opproaches.

With the aid of gatemen or watchmen the Chain Link Fence makes petty thieving by outsiders or employes impossible. Keeps out cranks, fire-bugs or agitators.

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON

Hamilton
Winnipeg
Calgary
Vancouver

Printing ?

Not the ordinary kind of printing, but the class that will do credit to your sales promotion department.

New Styles of Type Faces, Skillful Compositors and Modern Machinery produce Character in Direct-by-Mail Advertising.

This is what we offer at moderate prices

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST. CLAIR AVE. TORONTO

Help When You Need It

Direct-Mail Advertising is the seller's salvation in the buyer's market that now prevails.

THE MAILBAG

A Journal of Direct-Mail Advertising

is its recognized text book. Its articles are "fact stories," written by men who have seen their ideas proved out. They tell you How, When and Where. Send for sample copy or, better still, send $2.00 for a years subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2.00 per year, but please include 30c. exchange. Thank you.

Saskatchewan Publishers Organize Their Own Agency

One of the twists which are liable to creep into the advertising agency business in its present disorganized state is well illustrated by the fact that a number of weekly publishers in Saskatchewan recently organized themselves into an advertising agency, known as the Saskatchewan Press Association, for the ostensible purpose of handling government advertising in that province. It is stated that the organization came into existence last fall at the invitation or with the encouragement of the Hon. Charles A. Dunning, provincial treasurer, who was then ready to place some Farm Loan advertising with the weeklies.

The regular commission of 25% paid by weeklies was assessed from all publishers accepting the business, whether or not they became members of the Association, and this money was appropriated to open an office in Regina, which was conducted, it is stated, by the publisher of the *Milestone Mail.*

Complaints from non-members of this so-called advertising agency reached the headquarters of the Canadian Weekly Newspapers Association at about the same time that the agency itself wrote down asking for recognition. Needless to say recognition was refused, and the C.W.N.A. severely criticized the formation of such an organization, which obviously was setting up in opposition to recognized agencies.

Why a group of publishers should get together to levy commission on copy that had previously been placed direct is a good deal of a mystery. It is explained in some quarters as the result of the subtle cajolery of Mr. Dunning, and this is borne out by the fact that this so-called agency is now preparing to place copy for a purely political campaign, presenting the claims of the government to the electors on the eve of the coming election in Saskatchewan.

Apparently the mere proposal of co-operating with the government flattered this little group of publishers, and, contrary to their better business instincts, they allowed themselves to be trapped by an astute politician into a foolish project without advantage to themselves or their fellow-publishers. They have already boosted Mr. Dunning's game by favorable comment on his Loan scheme for benefiting the farmers, and now, in view of this fresh campaign, they will doubtless feel constrained to support or at least refrain from attacking the government's election platform.

Will Go Ahead With Association of Canadian Advertising and Sales Clubs

The formation of a Canadian federation of Advertising Clubs which was forecasted in the last issue of MARKETING has been definitely decided upon and plans to get the organization under way were thoroughly discussed at a meeting of representatives of the London, Hamilton, Toronto and Montreal clubs, held at Hamilton on March 29th. These four clubs will contribute funds for organizing expenses. The proposed name for the federation has been tentatively decided upon as The Canadian Advertising and Sales Clubs' Association, and clubs qualifying under this heading throughout Canada will be invited to affiliate themselves. The Association will eventually interest itself in the formation of clubs of this sort in every point from coast to coast where circumstances warrant such an organization.

Louis Balsam, Direct Mail Expert, Addresses London Advertising Club

More than two hundred members and guests of the London Advertising Club listened to a address on Better Letters by Louis Balsam, a contributing editor of this paper, on Tuesday, April 5th. The occasion was the club's usual monthly dinner, but Mr. Balsam's reputation brought out an unusually large attendance.

In its report of the address the *London Advertiser* said:—

"It is safe to say that every person present, whether a member of the club or a guest, derived much benefit, as well as enjoyment, from one of the most forceful, straight-from-the-shoulder and practical business talks that has ever been delivered before a local organization."

Annual Meeting of C.D.N.A. on Tuesday, May 3rd

The annual meeting of the Canadian Daily Newspapers Association will be held in the King Edward Hotel, Toronto, on Tuesday, May 3rd, and will include morning, afternoon and evening sessions.

The meeting has been planned to coincide as conveniently as possible with the annual convention of the American Newspaper Publishers Association, which is to be held at the Waldorf-Astoria, New York, on Wednesday, Thursday and Friday, April 27th, 28th and 29th. The A.N.P.A. annual luncheon will be held on the 28th, and the annual luncheon of the Bureau of Advertising on the 27th. Several Canadian publishers will attend both annual meetings.

A. McKim Ltd., Toronto, have recently placed some attractive newspaper copy for Cooper Caps. The first advertisement to appear features caps for outdoor workers.

Editor MARKETING:

Thank you for printing my letter, and for your comment upon it.

To answer your comment, let me tell you that the Advertising Agents Association doesn't represent all Agents. I am not a member of it and I know several other firms who are not members. I for one, am not either advocating or demanding higher commissions, nor do I subscribe to any practices either by participation or inference that would tend to take toll from the advertiser or the publisher.

What I was objecting to was the tone of your editorial entitled: "The Agent's Toll" because I read a criticism by inference; and I am still of the same opinion.

THORNTON PURKIS

Toronto, Mar. 29th, 1921

The Direct Mail Advertising Association, of which F. W. Hunt, Massey-Harris Co. Ltd., Toronto, is vice-president, has commenced the publication of a series of weekly bulletins. The first and third issues in each month will contain matter of special interest to direct-mail advertisers. The second issue will be designed to interest house-organ editors; while the fourth will take the form of a "better letters" issue, edited by Louis Balsam, a contributing-editor of "MARKETING," who is secretary of the Association, with headquarters at Detroit.

❦ ❦ ❦

Mr. Joseph Burgess, well known among western newspaper advertising men, has started up in business in Edmonton as the Burgess Advertising Agency. Mr. Burgess has been appointed Alberta agent for the Crawford-Harris Advertising Service of Vancouver. He will shortly be placing business for the Polar Snow Manufacturing Company of Edmonton.

❦ ❦ ❦

L. J. Cunniff, of the H. K. McCann Advertising Agency, addressed the Hamilton Ad Club on April 4, on the subject of "Retail Advertising." In the course of his remarks he stated that advertising often was not a question of how much a merchant could spend, but rather a question of how little should be spent. Thrift and economy often dictated, he said, that advertising should be increased instead of decreased.

❦ ❦ ❦

Editor MARKETING.

I notice that the *Toronto Globe* is circulating a lot of matter in which the claim is made that it carried more "foreign" advertising during 1920 than any other Canadian daily newspaper, or than any six-day newspaper on the continent. I have not noticed that the *Globe's* own figures have been disclosed. Figures compiled by an independent source disprove its claim.

H. B. G.

Montreal, Que.

Toronto Residential Mailing Lists

Every Home—A Telephone User!

Classified according to telephone exchanges and arranged in street order.

Sellers Agency. 100 King St. West TORONTO

– WINNIPEG –
AND
WESTERN – GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St.

Toronto 185 W. Richmond St.

London 209-211 King St.

Windsor 46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

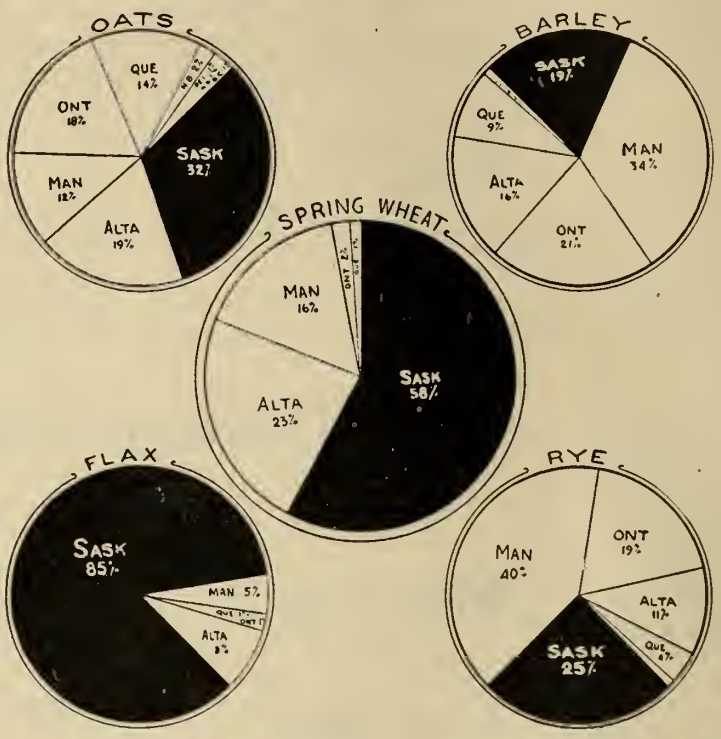
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

Saskatchewan's Share of Grain Production of the Dominion



Saskatchewan's 1920 Wheat Crop totalled over 113,000,000 Bushels

The final crop statement for 1920 recently issued by the Department of Agriculture gives the following information:

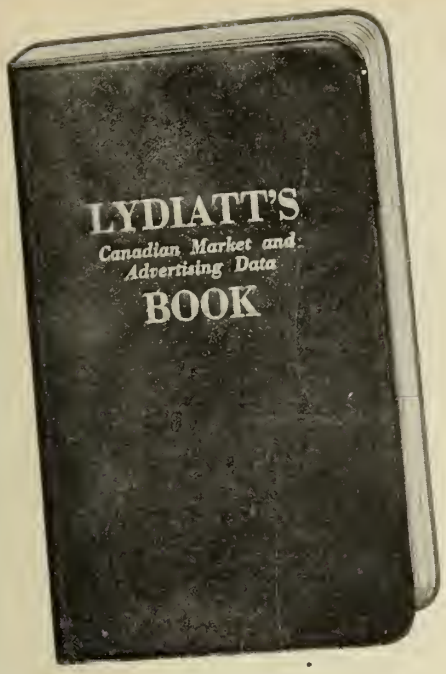
	Acreage Cropped	Total Yield	
Wheat	10,061,069	113,135,274	Bushels
Oats	5,106,822	141,549,000	"
Barley	519,014	10,501,494	"
Flax	1,140,921	5,705.000	"
Rye	172,449	2,535,000	"
Potatoes	53,814	6,861,285	"

For several years Saskatchewan has held the premier position amongst the grain growing provinces of the Dominion, not only in quantity, but also in quality, its farmer citizens having won prizes throughout the American continent against "all comers."

The Morning Leader and
The Regina Daily Post Regina, Sask.
(Evening)

Toronto Representative:
E. J. Guy
302 Royal Bank Building

Montreal Representative:
E. L. McArthur
224 St. James St.



40,000 Classified Facts About Canada

LYDIATT'S BOOK embraces the thousands of facts and figures needed to appraise the Canadian market and the mediums through which it can be reached. Hundred of advertisers and agencies in Canada, the United States and abroad regard it as the most convenient, accurate and complete available source of essential information.

The book is so crammed with data and so unlike any other trade index or encyclopedia that only a glance through its four hundred pages will furnish an adequate idea of the valuable information it contains.

The 1921 Edition, just off the press, records literally thousands of changes in rates, circulation figures and marketing statistics, and provides the most up-to-date survey obtainable of the Canadian market and its media.

A few extracts from scores of letters received will present an idea of how the book is regarded.

Indispensable in Their Work

"We have found your book very complete and convenient. We do not recall anything that we have wanted in connection with Canadian papers that is not in the book. It is indispensible in our work." Proctor & Collier Co., Cincinnati, Ohio.

Found it Absolutely Invaluable

"We have used LYDIATT'S BOOK in connection with our Canadian advertising during the past four or five years, and have found it absolutely invaluable. It has not been found wanting in any particular." The Mennen Company, Newark, N J.

Invaluable Book of Reference

"LYDIATT'S is an invaluable book of reference. It is a matter for regret that its example cannot be emulated over here. No agent can have as his keynote 'Disinterested in any news paper' and also run a directory." Clarke, Son & Platt Ltd., London, England.

Refers to It Daily

"There has hardly been a day on which I have not had occasion to refer to it for something. For the selection of publications to carry Goodyear advertising it is my 'advertising bible" Goodyear Tire & Rubber Co. Toronto.

Eighth Annual Edition More Useful Than Ever

Complete Data and Rate Book Not a Mere Directory

LYDIATT'S BOOK is something much more than a mere list of publications. It contains practically all the information that advertisers need daily, revised and brought up to date every twelve months, and compactly arranged and classified for ready reference.

The Marketing Statistics include the latest census figures of manufactures, agriculture, population (distribution, race, occupations, earnings, etc.); bank clearings, building activities, imports, exports, number of stores, auto owners, telephone users, etc., etc.

The data concerning Publications is most detailed and complete. Every daily in Canada is listed, with characteristics of each province and city graphically described, advertising rates, circulation figures and comparisons, column sizes, whether mats can be used, name of advertising manager, etc. Similar data is compiled concerning the principal weeklies, magazines, farm journals, religious, trade and other class publications, to which is added tables showing distribution of circulation by provinces, volume of advertising carried, and comparisons of rates with U.S. publications.

A further section furnishes a complete list of outdoor Poster plants, rates, number of posters required, names of plant owners, etc., and another lists cities that have Street Cars, with the number of passengers carried, rates, etc.

A complete list of Canadian advertising agencies, classified by cities, includes names of accounts handled, and principal executives. There is also a list of Foreign Representatives of Canadian publications, with names of papers they represent.

In addition to all this, the Book provides Printing, Engraving, Typographic, Postal, Customs, Tax and other desk data, trademark and copyright regulations, express rates, a list of Canadian house-organs, weather variations, and a score of other items.

416 Pages, Pocket Size, Leather Bound
$5.00 a Copy, Postpaid

New Illustrative Feature of this year's edition are the "Distribution of Population" maps and air-views of the principal Canadian cities

W. A. LYDIATT
53 Yonge St., Toronto, Can.

HALIFAX HERALD

Makes New

Circulation Record

During the month of March The Herald made a net daily

INCREASE OF 1,000 COPIES A DAY

over its February Circulation. The Halifax Herald now leads all Nova Scotia Competitors in the morning field *in net paid circulation* by several thousand copies a day.

Ask your advertising agent for rates and A.B.C. Statement or write us for them.

Halifax, April, 1921

W. H. Dennis

Vice President and Business Manager

Volume XV.
Number 9

TORONTO MAY 1st, 1921

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by
W. A. Lydiatt

THE MARK OF QUALITY ON PAPER

THE Rolland Paper Company, Limited, has been making high-grade writing papers in Canada since 1882.

Their present series of Advertisements illustrating the process "From Rags to Writing Paper" has been very favorably commented upon.

The Rolland Paper Company's Campaign since its inception 4 years ago has been handled by The Advertising Service Company, Limited.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

The "Nugget" Boy has become a familiar figure to thousands of Canadians through the medium of Poster Advertising.

Seventy-five per cent. of The Nugget Polish Company's appropriation is spent in Poster Advertising every year, and it has built up their business until to-day "Nugget" is a household word from coast to coast.

THE essence of circulation is the certainty of your advertising message being seen and read by everybody you want to reach.

In other mediums your advertisement may be seen by some of the people, some of the times it appears. POSTERS reach all of the people all the time—with that brevity, brightness and bigness which makes the strongest impression.

Figured on the basis of "per reader, per time," the cost is but a fraction of that of any other medium.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

HARRY DUKER, LIMITED		VANCOUVER, B.C.
A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO.		HAMILTON

W. W. SCANE, Secretary, CHATHAM, ONT.

Farmers Are Buying Freely of High-Quality Merchandise

A TRADE investigation including merchants in all lines in small cities and towns throughout Ontario brings to light several interesting points. For instance, these statements regarding lines that are showing an increasing sale to farmers are typical of those received from merchants who sell to farmers:

Drug Store—*"All goods which might be termed luxuries: better purses, hand bags, satchels, toilet articles, more expensive stationery, kodaks, etc."*

Hardware—*"Domestic labor-saving devices such as washing machines, paints, varnishes, enamels, auto finishes, roofing, beaver board, all household utensils, silverware."*

Dry Goods—*"More stylish dry goods, men's clothing, underwear, fine shoes, silks, hosiery, better ladies' garments."*

Grocery—*"Sugar, cereals, biscuits, flour—the best of everything in groceries."*

General—*"House furnishings, automobiles, auto accessories, power machines."*

A merchant who has a large farm trade sums up conditions admirably: "Farmers are the people who have the money to do the buying—and we have the goods."

Farmers' Magazine---The Great Educator

On every hand there is evidence of a rising tide in prosperity and in the demand for the same class of merchandise found in city stores.

To Farmers' Magazine belongs chief credit for the creation and enlargement of this market—for stimulating the desire for highest-grade merchandise of all kinds.

Farmers' Magazine gets real close to prosperous and progressive agriculturists of Canada. It has the farmers' viewpoint. Every vital question arising on the farm is answered. Intensely practical and informative articles on farm management are found in every issue. Farmers cannot read Farmers' Magazine without being imbued with the spirit of progressiveness in all departments of farm life.

The readers of Farmers' Magazine have a great faith in its contents. It holds their friendship and confidence that have been developed by intimacy.

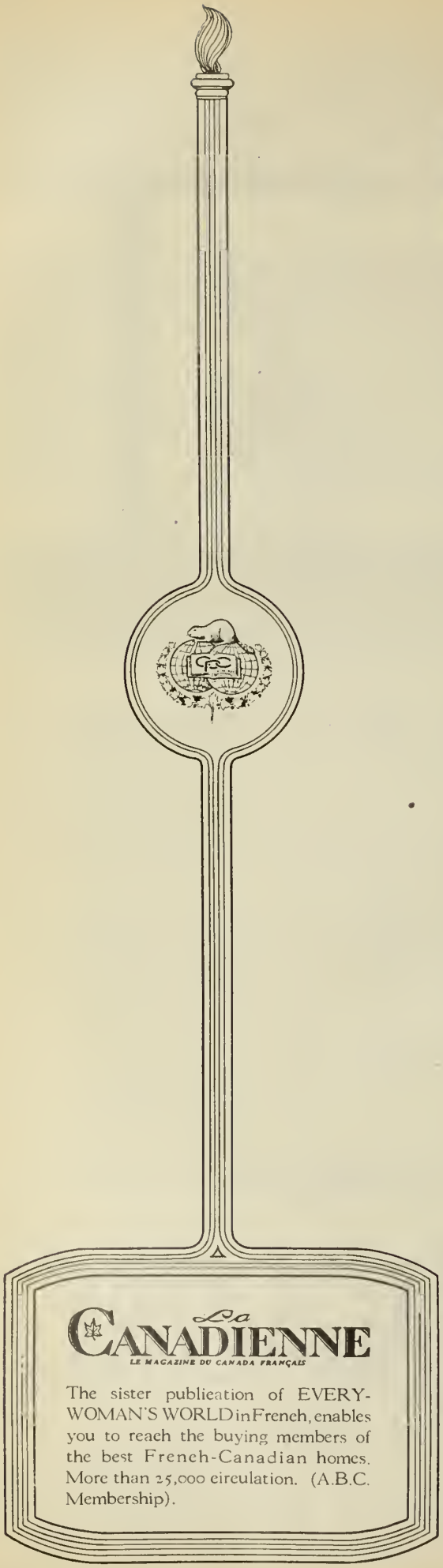
The strength of Farmers' Magazine is built upon service, place it back of your proposition—use it in a big way.

Ask us for information regarding the agricultural market and Farmers' Magazine

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - Toronto, Ont.



WIVES of prominent Statesmen, Financiers, Manufacturers, Merchants, Executives, Barristers—the leading women in every community—read EVERYWOMAN'S WORLD each month. They are the buyers for the home.

Many leading manufacturers* in the United States and Canada invest more money in advertising in EVERYWOMAN'S WORLD than in any other Canadian publication.

They know value.

*The following are among them:

Auto Knitter Hosiery Co.	North American Dye Corp.
Bauer & Black, Ltd.	Palmolive Company of Canada
Belding-Corticelli, Limited	Pepsodent Company
California Associated Raisin Co.	Pompeian Mfg. Co.
Canadian Kodak Co., Ltd.	Postum Cereal Co.
Congoleum Company of Canada, Ltd.	Pratt & Lambert, Inc.
Cudahy Packing Company	Proeter & Gamble, Ltd.
Dominion Oileloth and Linoleum Co., Ltd.	Quaker Oats Co.
Thomas A. Edison, Inc.	Sherwin-Williams Co., Ltd.
Ford Motor Company	William Skinner & Sons
Hoover Suction Sweeper Co. of Canada, Ltd.	Swift Canadian Co.
Lever Brothers, Ltd.	United Drug Company
Monarch Knitting Co., Ltd.	Waltham Watch Co.
	Northam Warren Corp.
	R. L. Watkins Co.
	Welch Co., Ltd.

La CANADIENNE
LE MAGAZINE DU CANADA FRANÇAIS

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HOW YOU CAN GET BETTER RESULTS FROM YOUR ENGRAVER

A description of the half-tone process, together with some suggestions on the preparation of copy for the engraver which will ensure best results.

Written for MARKETING by H. W. WADLAND

PHOTO engravings are a comparatively modern product. They superseded wood engravings, which for years had been the recognized medium for illustrations to print on a type printing press.

Photo Engravings, broadly speaking, may be divided into two classes. (a) line engravings, or (b) halftones—either on zinc or copper. The distinction between them lies in the fact that one, as its name implies, is a reproduction of a drawing made in lines, stipples or solids, while the other, the halftone, gets its name from the method of its manufacture.

In this article we will consider only the Halftone Process, which makes possible the direct reproduction of photographs, paintings, wash drawings, or any like copy.

The basis of photo-engravings, as the name suggests, is Photography. A photographic print is composed wholly of light and shade, and may range from complete black to white. The gradations of color or tones between the highlights and the shadows are termed half tones, and the engraving of that name is so called because it reproduces these intermediate shades.

THE HALF-TONE SCREEN

In the half-tone process it is by use of the half-tone screen that a printing plate is possible. A screen is really two sheets of glass, each with a single set of ruled lines, which are sealed together in perfect contact so that the two sets of lines cross each other at right angles. The lines thus form right-angled cross hatching, and if examined under a glass look like fly screen. The lines and the spaces between are of equal width, so that each occupy half the surface of the screen. These screens are made with from 50 to 400 lines to the inch. When you realize that the whole scheme of the halftone process is built around the halftone dot, of which there may be as many as 40,000 in a square inch, you might begin to appreciate some of the troubles of a halftone operator. When you speak of the 133-screen (the screen most used) it means 133 dots to the running inch, or 17,689 dots to the square inch. Keeping the dot intact is as essential to a good halftone as the even explosions of your auto engine to the smooth running of your car.

In the coarse screens (50-65) the dots are plainly visible in the print, while in the finest book plates, with a screen of 400 lines, the dots can hardly be discerned under a strong magnifier.

Screens are expensive, and must be handled with utmost care. They must be kept absolutely clean and protected against temperature and strain. Their manufacture is a matter of exact precision.

MAKING THE NEGATIVE

The picture or copy to be reproduced is tacked upon a board and placed in an upright position opposite the lens of the camera. The image is focussed on the ground glass, just as in dry-plate photography. The camera and copy board are joined together and mounted on springs to absorb vibration. A slight defect in lens, camera or screen means a poor negative.

In making the negative the screen is placed in the camera in front of the sensitized plate, almost in contact. Each little square in the screen acts as a separate lens, which records the proper value of the copy to the dots.

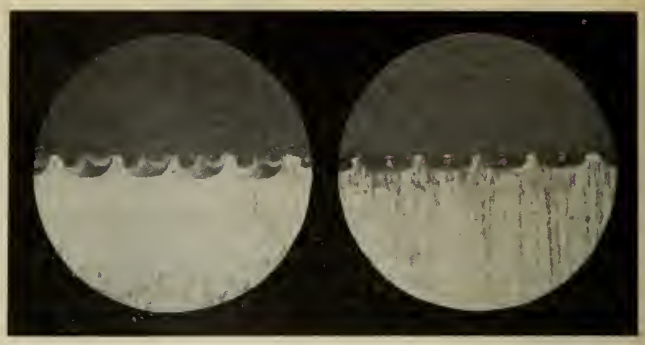
The halftone copy must be well illuminated, because the screen obstructs the passage of light between the copy and the sensitive plate. The light from two powerful arc lamps—one on either side—is focussed on the copy. Wet plate negatives are used, which the operator prepares himself for each exposure.

The selection of the diaphragm is a very important factor in the making of a good halftone negative, as it is the diaphragm that produces the sharp image which is so necessary. Hardly any two copies are the same in color value or style of surface, and so the operator must depend upon his judgment and experience in selection of a stop and in timing the exposure. The operator endeavors to secure all the detail possible, keeping the headlights bright and the shadows in their proper values.

DEVELOPING THE NEGATIVES

The negative is developed in a dark room by flowing the plate with a solution of sulphate of iron, the effect of which is to bring out the strong lights and shades. Next

A

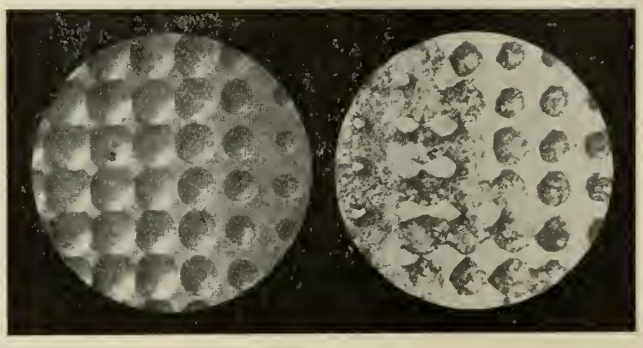


B

A. represents an enlargement of a section of a half-tone engraving that has been perfectly etched. (Note the diamond-shaped dots.)

B. represents an enlarged section that has been rushed in etching (etching fluid too strong.) This plate will give fair printing but will soon 'break down' if the press run is long.

C. is a cross-section of A. and shows a perfectly shaped pyramid dot. This sort of etching permits of making an electrotype which will give almost as good results as the original. The smooth surface permits the mould to be removed without disfiguration.



E

C

D. is a cross-section of B. Note the 'under-cutting' just below the top of the dots, creating what is know as a 'collar-button' dot. It is quite impossible to make a satisfactory electro from this type of etching, on account of the shoulder of each dot holding back the mould. The resulting electro would be greatly inferior to the original.

E. Example of perfectly etched half-tone plate, highly magnified, showing high-light dots and shades.

F. represents an imperfect half-tone plate from the same negative as B., showing the results of forced etchings on a rush job.

D

F

comes a flow of sulphate of copper, which intensifies them. After being washed in running water the negative is flowed with nitrate of silver. This blackens the lights and leaves the shadows transparent. Then comes successive treatments with iodine and potassium cyanide, which reduces or builds up, as desired, the different gradations of tone, as represented in the copy. The plate is then covered with a solution of sodium sulphite, which stains the shades still more opaque and dries into the film, which gives protection to the negative.

Stripping and Turning the Negative.

When the foreman of the gallery has passed the negative as O.K., it is sent to the shipping room, where it is stripped and turned. The negative must be prepared for this process by a treatment of rubber cement, which is carefully dried on the plate and again covered with liquid collodium and dried. After marking out the essential part of the negative and cut with a sharp tool, it is then placed in a bath of acetic acid, which frees the film from the glass plate. With utmost care, so as to prevent distortion, it is lifted and transferred, face down, to a clean, dry glass plate, which may receive a number of other negatives to make up a "flat." The skill required to cut these negatives and set them together has to be seen to be appreciated. In fact, the stripper needs to be a wizard with his fingers. He is sometimes handed an incongruous mass of line and half-tone negatives and expected to arrange these to conform with a crude layout or diagram, so that the finished result will be properly proportioned and accurate to the 1/64 of an inch.

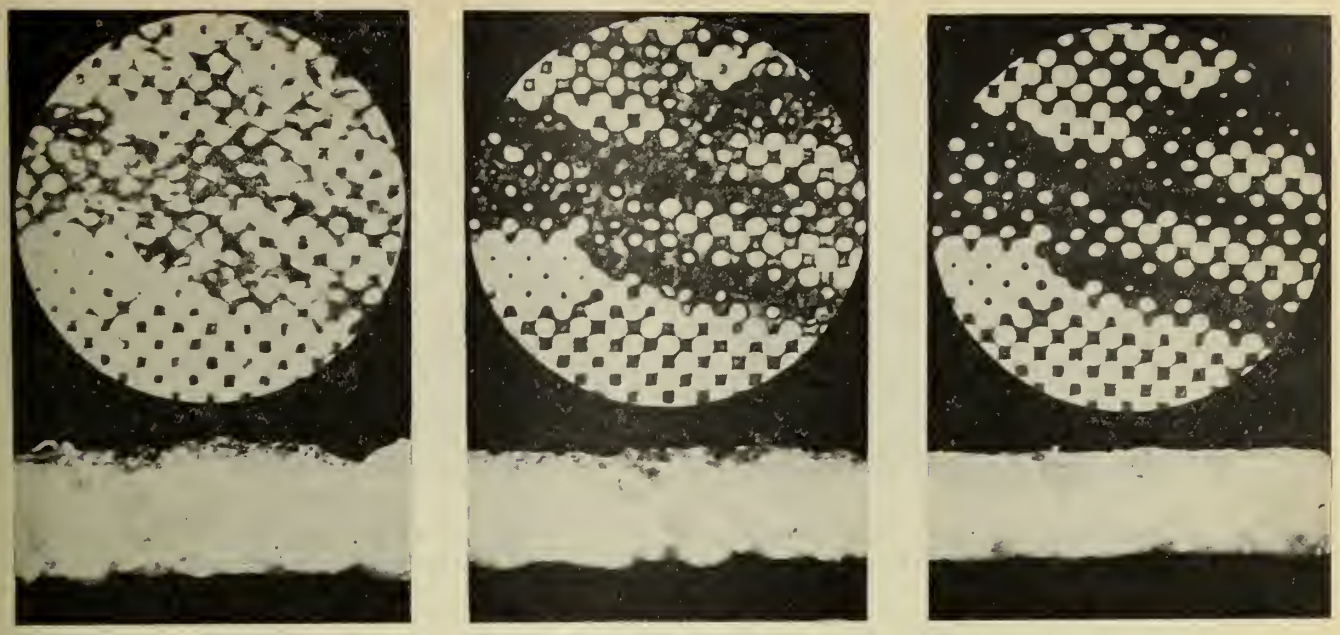
Printing on Copper

The negative is now ready for printing (in the photographic sense) on metal. The coating used to receive the image on copper is a composition of fish glue sensitized with ammonia bichromate. The coating is applied to the sheet metal after it has been thoroughly cleaned and polished. The metal, after coating, is placed in a machine and whirled over a gas burner to dry the enamel and produce an absolutely even surface. The negative is then placed in contact with the sensitized copper in a printing frame, care being taken that the temperature of each does not vary. After printing the copper is laid in a tray of water and developed. The glue and bichromate not affected by the light is disposed of in running water. The developed print is very weak, and of a yellowish cast. The metal is heated, and the enamel changes to brown. After cooling the enamel is dyed with methyl violet to show more clearly the development of the image. The finished print is carefully inspected under a strong magnifying glass for any defects. The copper is now ready for the etching process.

Both of these half-tones were made from the same copy (one negative.) At the left is shown a half-tone 'flat-etched.' The reproduction on the right shows the same plate after proper finishing and re-etching.

The Etching Process on Copper

It can readily be seen that the parts of the copper not acted upon by the light and not covered by the resist will etch away. Chloride of iron is the basis of the etching solution, and the plate is etched face up or face down, according to the theory or practice of the etcher.



A.
Machine-finished Paper

B.
Super-calendered Paper

C.
Coated Paper

Above are shown the results obtained from half-tone printing on three different classes of paper. The circles represent a minute portion of each print, magnified 200 times. Below are magnified cross-sections of the stock.

A—Enlargement of half-tones printed on machine-finished paper. (Note the uneven shape of the dots.)

B—Enlargement of half-tone printed on super-calendered paper. (Note the improvement in contour of dots.)

C—Enlargement of half-tone printed on coated stock. (Note the even and symmetrical distribution of the dots when printed on this smooth surface.)

Recently, however, a machine, known as an Acid Blast, has been introduced, which does this work perfectly. When the proper depth has been reached the plate is thoroughly washed in running water and dried by the use of a chamois skin and by heat. The plate now has what is known as a "flat etch," and it is dependent upon the finisher to bring out the correct shades or tones of the copy by re-etching. The opportunities which the finisher has to show his mechanical and artistic skill is almost unlimited. He can work wonders with a poor copy, or he can spoil a good plate by over-etching. It is not wise to rush a halftone engraving if best results are expected. The work on a rush job has to be neglected in some details, and it is usually in the finishing.

Re-etching and Finishing

To re-etch the plate certain portions are painted over with an acid resist solution and smaller developments of light are worked out by careful manipulation of the etching fluid with small sable brushes in the hands of the finisher.

From the finishing room the etched plate is sent to the routing room, where the superfluous metal is removed, the plate squared and bevelled, and is passed along to the proving room for "first proof." The plate, with proof, is returned to the finishers for final inspection. Hand tooling is done, burnishing darks, engraving highlights, removing slight imperfections, and otherwise perfecting the plate.

The Finished Halftone

It is then re-proofed and sent to the superintendent for his O.K. After blocking, the finished halftone engraving is ready for delivery.

In this hasty account of the Halftone Process we have considered only the simplest form of plate. When you realize that there are few plates going through the shop without special instructions, many of them very complicated, and all wanted in a rush, you can imagine the high pressure under which a photo-engraving shop must operate to be successful.

Special Operations

We might consider a few of these special operations, which may interest buyers of engravings:

Close-cut halftones, after flat etching and re-etching, are outlined by hand with a graver and then routed up to a hairline, superfluous metal removed, and the plate trimmed, proofed and mounted in the regular way.

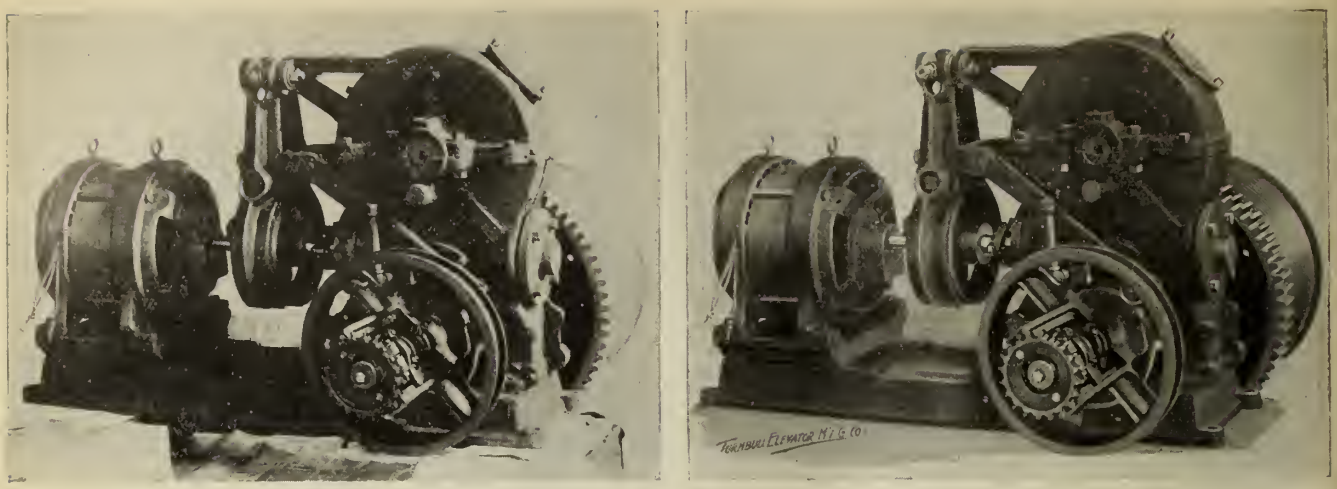
Vignetting a halftone is done by chalking up a plate (magnesia rubbed over the surface of the etched metal) and marking with pencil the outline of the desired vignette. The outside of this pencil mark is painted over with acid resist varnish. Then chloride of iron is applied with a brush to the outside dots until they become mere pin points and gradually disappear.

Combination plates are made by combining line and halftone negatives by stripping so that they can be etched on one sheet of copper. The line and the halftone parts have to be etched separately. It can be readily seen that the amount of careful work required to produce a combination plate is considerably more than the ordinary halftone.

Overline or "highlight" plates are made by printing a flat halftone negative with a line negative. The line copy would naturally produce a solid image on the metal, but where the halftone dot appears through the transparent parts of the line negative (the solids) a halftone effect is given instead of a solid.

A surprint is made by printing a line negative over a halftone print. The placing of a surprint negative in perfect register is not an easy matter. The stripper has to make a set-up of each of the two negatives in perfect register. The slightest deviation may make a surprint useless.

A Bendayed plate (so called after the inventor, Benjamin Day) is one to which has been applied a film or screen. This is a gelatinous film, designed in various patterns, such as parallel lines, grains or dots, and mounted on a wooden frame. The frame works in a pivot at one end, and can be raised or lowered without



PHOTOGRAPH PRINT WITHOUT RE-TOUCHING SAME PRINT RE-TOUCHED

These examples, reproduced by courtesy of the Turnhull Elevator Manufacturing Company demonstrate the value of having half-tones re-touched by a competent artist. (Note the superior detail and better appearance of the machine on right.)

losing register. The plate to be Bendayed is laid on the table directly underneath the film. The film is first inked by a hand roller. All parts of the surface of the plate, except those to be Bendayed, are covered with a coat of gamboge. The inked film is now placed in contact with the plate, and the upper surface of the film is rubbed over very lightly with special tools for this purpose. This leaves an inked impression of the screen, which remains when the gamboge is washed away. The plate can then be etched in the regular way.

Direct from the Object

Direct halftone plates are made direct from the object without first making a photograph or drawing.

COMBINATION HALF-TONE AND LINE-ETCHING

The left half of this plate was made from a photo-print with half-tone screen (100 line.) The right half was made from a line-drawing without screen.

This work is handled by an expert operator, and the results he obtains in his negatives are often remarkable. This method, however, is only practical when small, finely-finished objects are to be reproduced, such as jewellery, neckties, fabrics, etc. Most of the finest jewellery catalogue illustrations are produced by this method.

Space does not permit the consideration of process color engraving—that is a story by itself. To say it is the highly technical and scientific application of the principles of the halftone process as applied to the reproduction of colored copies, will suffice.

The method of economical and quick reproduction by photo engraving has made possible the popular illustrated magazines and newspapers. In fact, there is hardly a line of human endeavor to-day that has not been quickened by the use of photo engravings. The mail order business could never have reached such vast proportions without the aid of the halftone or line-plate illustrations. The fortunes of the printing business are indissolubly joined with those of photo engraving.

Modern advertising would not have been possible without photo engraving. Attention has been attracted, desire has been created, and goods have been sold, largely through the pictorial or other artistic embellishments, which have lifted particular "ads." out of the mass and attracted the favorable attention of the cursory reader. Pictures are the universal language, not only to those of divers tongues, but to those of every stage of mental development.

A more intimate knowledge of the process of photo engraving would assist the purchaser to avoid the many mistakes and disappointments that really have nothing to do with the engraver himself.

Getting Satisfactory Results

Halftone engravings may be made from any photograph (black and white photographs are best for reproduction), wash drawings, pencil or crayon drawings, water color or oil paintings, lithographic prints,and direct from the object, if small and refined in texture or design.

Halftones may also be made from halftone prints, though the results obtained are not usually satisfactory, owing to the conflict of two sets of dots—those of the halftone print and the dots produced by the screen in making the copy. These two sets of dots have a tendency to "Pattern" in the reproduction.

When halftones are made from colored copy, it is necessary to filter

(*Continued on page 318*)

This half-tone is an enlargement (24 lines to inch) from the same negative from which the plate opposite was made. (Note how the dots run together in the shadows and are mere pin-points in the high-lights.

MARKETING PRODUCTS BY FAMILY GROUPS TO GAIN SALES MOMENTUM

Conservation of Sales Energy achieved by Group Selling as opposed to the methods of marketing individual products.

Written for MARKETING by WALDON FAWCETT

THERE is no race suicide in the marketing domain. Large "families" of products are becoming so numerous as no longer to attract attention. Yet more eloquent of the trend of the times is the attitude of manufacturers and distributors who have no commercial "relatives" to usher into trade under the family name. As the best alternative, these detached tradcrs are adopting unrelated products—'side lines' it is customary to designate them. All this reaching out for new words and auxiliaries spells ambition in various forms. More than all else, though, it signifies a determination on the part of the wide-awake business man to make sales momentum yield its last ounce of energy.

Latter-day popularity of the "house-mark," so-called, is another sign to the same end. The house-mark, or institutional-mark—a sort of super trade-mark—is but a commercial adaptation of the idea of an honored family name or an aristocratic coat-of-arms. The marketer is distinctly out of date who, if he has several products to exploit, puts forward each specialty under its individual brand name and compels it to paddle its own canoe, so to speak. The individual brand names are yet good form but, to accord with the latest business fashion, they must be linked or grouped under a house mark or key symbol. The explanation is none other than our new-formed determination to make one product sell another and thereby conserve the energy of sales momentum that would otherwise go to waste.

CAPITALIZATION OF GOOD-WILL

Capitalization of commercial good-will to the utmost, that, when you come down to it, is the essence of this new marketing cult. An eminent business specialist recently advanced the rather novel idea that the good-will of a business constituted the profit-producing capacity that the business would show if all advertising and sales effort were withdrawn. He compared it to the distance a railroad train would travel if the locomotive were uncoupled and drew away from the cars when high speed had been attained. Only, there is the difference, that in planning to make sales momentum carry its full load there is no thought of uncoupling the locomotive and "coasting." Rather is it the strategy to keep the locomotive under full steam, but to add an additional car when the mounting impetus will permit it. When to "hitch on" and how often to repeat the operation—here is there need for knack and knowledge. Even more subtle is the problem of whether a prospective new unit will travel smoothly in the sales train that must operate with minimum friction and dissipation of energy.

That sales momentum should be kept at work is a principle that gains vitality by the breadth of its application. The logic is not to be considered merely in terms of the manufacturer who, having attained organized distribution, is naturally impelled to make the most of his distributive machinery. There is no less intimate translation to the policy of the resourceful retail merchant. It is the essence of retail salesmanship that every purchase, by a new or old customer, should be made to open the door of opportunity for additional sales, not repeat orders at some future date but supplementary selections to which the purchaser is persuaded on the spot. An illustration of the hour in the possibilities of riding to prosperity on sales momentum is afforded by the automobile accessory and supply business where the diplomatic salesman makes acceptance of one specialty carry with it introduction to another.

BLESSING TO RETAILER

If he will but realize it, too, the disposition of manufacturers and producers to recruit families or groups of products, is a distinct blessing to the retailer under present and prospective conditions of merchandising. Until the war temporarily halted the evolution there was, on the part of the shrewdest retail merchants, a disposition to snuggle up on stocks, to carry smaller quantities of each item in the inventory and to secure more frequent turnover. In the face of wartime shortage of goods or fears of shortage all impulse to buy from hand to mouth went by the board. But it is coming back as a regular policy and a means of cutting overhead.

Products that can travel in "family" accommodations cater to the needs of the store proprietor who, for lack of shelf room, want of capital, or any other reason, prefers to order in small lots. A multiplicity of small lots from divers sources would perhaps prove to be a game not worth the candle of economy. But, with families of products, it is possible to arrange for mixed or assorted shipments, and thereby to hold down the packing and transportation charges, which are formidable in entails in these days.

By the same tack, the manufacturer who, if he were marketing a lone product, could not afford representation by travelling salesman in other than large city territory, may be enabled, thanks to a family of products, to have his travellers cover the whole sales field intensively. This latter course may mean much to the country merchants and the small town retailers as well as to the manufacturer. It enables the merchants to deal at first-hand with a factory representative carrying a full line of samples instead of ordering from a catalogue, and to have the benefit of "demonstrations" that are likely to help some. As for the manufacturer, more liberal representation, justified by a family of products, allows that close contact with retail outlets that is always desirable.

There is no monopoly to manufacturers, let it be emphasized, in the benefits that accrue from making the most of sales momentum. The large jobbing house, particularly the one that is represented by travelling salesmen, has, in a sense, the same technique. The jobber is the foster father of a very large family

of products. He and his customers both win, according to the reasoning above recorded, because sales expense is distributed over the maximum number of items. The force of this is lost, of course, to some extent, if the jobber be merely an order-taker, a passive middleman. But wholesalers of that type are becoming more and more rare. The up-to-date jobber is creative, an inciter who may be relied upon to make the force of sales propulsion carry to the utmost.

Conservation of Sales Energy

Not alone to the large manufacturers is the joy and the profit of catapulting under sales momentum. Only the integrated interest, perhaps, may do this single-handed, by muster of a goodly family of products, but small manufacturers are achieving the same end by joint selling arrangements. It is this self-same conservation of sales energy that is at the bottom of the average combination of non-competing houses for the cultivation of export trade. If any one of the anticipants were to essay alone entry into distant markets he would probably not get very far, with the facilities at his command, but nevertheless would suffer a leakage of sales energy. By forming an alliance for united assault on the market the associated firms provide full-time employment for the sales force and at the same time get the benefit of the massed prestige of all the co-operators.

In this last element, the funding of commercial prestige, is found one of the subtle secrets of making the most of sales momentum. Sales momentum, when you come to analyze it, is at least 50 per cent. prestige. Cumulative advertising enters in, assuredly, as the magnetism of familiar trade names and the buying habits of the public and other factors, but if any magic current is to keep the sales machinery in perpetual motion with minimum lubrication it is supplied by the consumer satisfaction and recognition of fair dealing that we characterize as prestige. The marketer—manufacturer or merchant—may set his prestige to work at comparatively modest expense. The inclusion of advertising matter or free samples with every purchase is the simplest and most effective means. Thus is an old friend made to vouch for or introduce a newcomer to the confident consumer.

Turning Prestige Into Momentum

Appreciation of the usefulness of trade prestige is shown by the present policy of various firms that have taken up the manufacture of articles so wholly unrelated to their original best sellers that association as a "family of products" seems incongruous. Even where the new product is so far removed from the old that ability in the one line would not necessarily trail ability in the other line, yet has it been felt that the prestige of the house should weigh. So the marketer identifies his new candidate with the inscription: "Made by the Manufacturers Of———." Or again, in the ambition to turn prestige into sales momentum we have the seal or stamp that is applicable to virtually any product of a concern. For example, there is the prominent producer of hardware specialties and kindred essentials that spreads the mantle of its prestige over any and all by means of an "O.K." tag. Likewise there is the packer of food products whose prestige has been made elastic by use of the slogan: "The Wilson Label Protects Your Table."

Above is an excellent example of a manufacturer selling his 'family' and linking up the products with their 'home.'

There is a school of thought which holds that exploitation of the name of a maker or marketer of merchandise will increase and consolidate sales momentum if all the products are of one kind or class,—blood relatives shall we say—but it only means lost motion if the products have nothing in common, in purpose or function, and are not such as would naturally be associated in the public mind. Under the latter circumstances, holds this cult, there is nothing for it but to emphasize each isolated product, compelling it to make headway on its own feet. Special angles of the problem of utilizing sales momentum are presented also to the marketer who puts out more than one grade of a given product. He may not deem it wise to becloud the glory of his high-grade product by proclaiming its relationship to a Cinderella even though the fame was farther-reaching. Policy, in such a contingency, is dictated, however, by the circumstances of the individual case.

Many a business house has in recent years changed or revised the firm name or corporate title to include the name of its best-known product. Explanation lies in the belated discovery that the sales machine was not obtaining the traction that it should. There are marketers who bravely declare that they have no personal vanity to be indulged and that they do not give a hang whether the purchasing public knows who makes their product so long as the public loyally and persistently call for it by its trade name and succeed in getting it on that specification. There is reason to believe though that this may be hasty judgment. Not a little evidence points to higher efficiency in selling where the name of the goods and the cognomen of the marketing interest are in harmony. For instance, a certain proportion of mail is apt to be addressed to an assumed "Company" rooted on a familiar trade name. It has also been disclosed during notable legal battles of the past few years that the originator of a valuable trade-mark or trade name is in a more advantageous position to protect his brand against imitation or infringement if the word in question serves as the most important element of a corporate name.

One of the most spectacular exhibitions of team-play in an endeavor to gain sales momentum has recently been supplied by a leading rubber company. This firm controls seven subsidiary companies that manufacture a great variety of mechanical rubber goods, marketed according to long-standing custom, under twenty-eight different brands and trade-marks. Did the new control submerge all these brands in a new composite mark? Not a bit of it. There has appeared a new, all-enveloping mark, but it is merely used to weld the various exponents of sales momentum. The marketing activities of all the companies have been centered but the emblem of the associated companies appears on the goods only as a seal or secon-

Babson again says "ADVERTISE"

Extract From Babson's Report

(April 11th, 1921)

At this stage the main point is selling. Cut down your production expenses as far as you can, do without further expansion in new building and equipment, but don't skimp on your selling appropriations. Now is the time to use that reserve fund which was set aside during the fat years! Later in the depression area we shall come to the point where you should increase your plant, but this summer —increase your advertising! Take the aggressive course. There will be considerab e business; the firm which goes after it will be the one to get it!

"This summer, increase your advertising," says Babson.

But select your advertising fields with care. Invest your money where it is likely to make the greatest sales.

Choose the markets where you can reach the people in great numbers—where they have the money to buy —where you can look after the retail trade with greatest economy in travel.

Choose the big, powerful dailies in these fields—choose newspapers with character and circulation.

The Toronto and Ontario Market

is the most thickly populated, most intelligent and most prosperous part of all Canada. The Globe is the Predominating Medium in that market.

"The firm which goes after business will get it," concludes Babson. But go after business in the inviting markets, and use dailies of greatest proven advertising worth.

The Globe
TORONTO

William Findlay, *Business Manager*

Predominating Medium in Canada's Greatest Market-Place

Member Audit Bureau of Circulations

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

dary endorsement, subordinate to the original brand.

Chain Stores Develop Ideas

The "chain store" proposition which has supplied business circles with a live controversial issue, is, fundamentally, an effort to compel sales momentum to yield its ultimate ounce of energy. The local "chain," in marked degree, and the more extended chain in modified degree, undertake expansion on the assumption that each new link will benefit in some measure by the reputation and consumer impulse engendered by the established stores. And all the chains, from the interior administrative standpoint, undertake to capitalize sales experience and sales headway. To that end the chain managers resort to standardization in the arrangement of stock, temporarily detail star salesmen to each new store in succession, etc., etc. How far the chain store enthusiasts go in their effort to enable each mart to lean on the others is indicated by uniformity on the color schemes of store fronts. When you see the red or gray front of a familiar chain store unit you behold evidence of a deep-laid plot to use mass formation in a sales drive. Pointing in the same direction are the standardized window displays of the chain stores. Windows dressed in unison are supposed to supply, for passerby, that reiteration that is the soul of advertising.

Who will say that the effort to utilize sales momentum may not be overdone? Certainly not the antagonists of "full line forcing." There are merchants in certain lines of trade who have, within the past few years, risen up in wrath against manufacturers who have brought pressure to bear upon retailers to stock a "full line." Usually, under such circumstances, the full line or "one line" embraces some established, standard articles of wide reputation that will sell automatically, and other articles that are new to the trade or not so favorably known to the consuming public. The manufacturer is proposing, as the resentful retailer conceives it, to crowd an overgrown commercial family into a one-horse shay.

Concentration Makes Headway

In a recent poll of some ten thousand retail dealers in agricultural supplies and farm-operating equipment, 92 per cent. voted against confining operations to one line or operating under what are known as 100 per cent. contracts. Most of the dissenters argued that no one manufacturer has all the best goods and that it was not possible to sell the same make of goods to all their customers. For all the opposition that has cropped up in this typical merchandising field, the marketers who feel that only by concentration can sales momentum have full play, are making some headway. The inducement of "exclusive agency" contracts suffices in some instances. In lines where dealer service hinges on the prompt delivery of spare parts or repair parts there are promises of superior accommodation for firms that carry the full line.

Westclox
—that's Big Ben's family name
Big Ben
America
Sleep-Meter
Big Ben
Big Ben thinks a lot of his family
HE helped little brother, Baby Ben, get a start. He introduced Sleep-Meter; and he spoke a good word for the *America* alarm, the oldest Westclox made.
So, today, wherever Big Ben is known, other Westclox are sure to get a welcome. On many farms you'll find Big Ben bossing the timekeeping job and other Westclox helping along in different rooms of the house.
Several clocks, here and there, save many steps. You've discovered that yourself when you were busy about the house.
Back of Westclox popularity is an interesting reason. Every Westclox alarm is made *right* to make good. That same good construction principle that made Big Ben famous is used in all of them. Big Ben's family name, *Westclox*, can't go on the dial until the clock is *right* inside
Western Clock Co., Ltd., makers of Westclox
Peterborough, Ontario

The advertisement above sells the 'family name,' and talks in real 'home' phraseology

Finding means to sustain consumer interest in wares that might otherwise have a transitory appeal, represents one of the highest refinements of the strategy of maintaining and increasing sales momentum. One of the best illustrations of what may be accomplished is afforded in the field of talking machines and phonographs. If the world's store of "canned music" was a fixed quantity we can conceive that there would be a steady sale of sound-reproducing instruments. Every year new homes are set up, a fresh crop of children arrive at the age for musical instruction, and other talking machine prospects would volunteer. But it is manifest that the phonograph industry gains tremendously in sales momentum (if in no other way than by force of popular example) if the interest of the owners of instruments may be kept alive indefinitely instead of being permitted to lapse as soon as the first sense of novelty has worn off. To nurture this coveted perennial interest the manufacturers issue each month new records, carrying the latest musical compositions and introducing new artists. So important is this element of sales momentum deemed to be that leading concerns regularly devote a portion of their facilities to the production of these new records even though their factories have been, as was recently the case, many months behind on orders for regular stock.

The prime recipe, after all, for energizing sales momentum is to keep the brakes released by rigid, conscientious maintenance of quality in the goods. How often has the reader heard some man of his acquaintance remark that such and such a cigar was a good smoke once upon a time, but that the maker allowed quality to lapse after the market was won. Such an accusation, if warranted, sets the brakes on sales momentum. If for no other consideration than to grease the rails for sales momentum, there is warrant for a quality censor or grade inspector as a member of every marketing organization of any pretentions. As illuminating examples of what allegiance to commodity standards will do for the cause of sales there need only be cited the great fruit exchanges in which as many as 700 growers pool product, but where, thanks to a rigid system of supervision and inspection, there have never been ill consequences because of defection of quality.

* * *

A. W. Donly, former Canadian Commissioner to Mexico, addressed the Pan-American Advertising Association at the Hotel Astor, New York, recently, on the opportunities for business in the Latin-American markets.

* * *

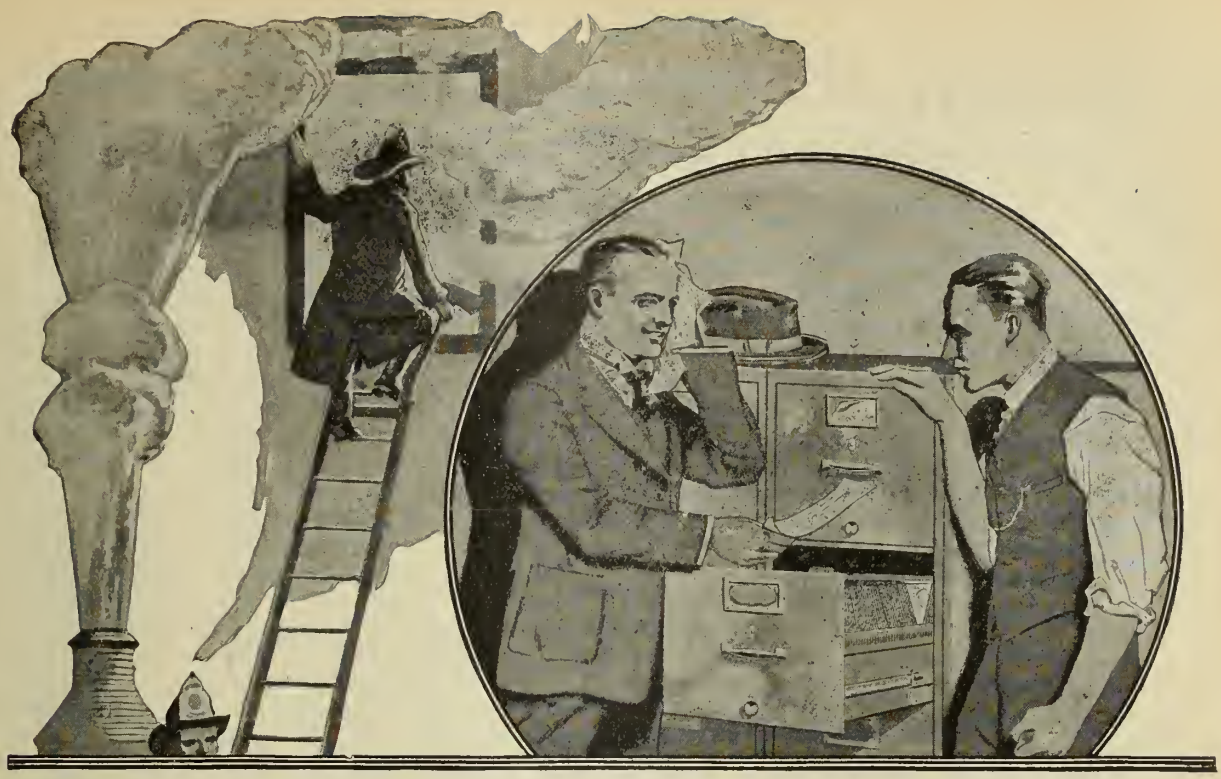
Hardware and Metal and *Canadian Machinery* and *Manufacturing News*, published by MacLean's, have been admitted to membership in the Associated Business Papers Inc.

* * *

Manfred Darmstadter has been appointed advertising manager of the Audit Bureau of Circulations, Chicago. Mr. Darmstadter was formerly with the Martin V. Kelley Company, Toledo.

* * *

The Industrial and Educational Publishing Company, Montreal, has purchased the machinery and equipment of the Wanaque River Paper Co., Wanaque, N.J., and will move the plant to St. Anne de Bellevue, where it will be utilized in the production of *Pulp and Paper Magazine* and other industrial papers issued by the Montreal company.



They're Safe—Whew—What a Relief!

PART I.—*Night.*

The night-worker—and a carelessly-tossed cigarette.

PART II.—*Later.*

A flicker—a sudden flare—then flame. Dense smoke from the second storey window. In goes an alarm—and the helmeted rubber-coats are on the job.

PART III.—*The Aftermath.*

Spattered walls—water everywhere—but in spite of disorder and confusion, *the records are safe.* That curtain of asbestos held the fort.

FIRE-WALL FILING CABINETS
Steel-*plus*-Asbestos

You won't get an advance notice if fire visits you. It comes upon you stealthily and generally in the dark hours. You can't prevent it—but you can increase the "margin of safety" against its attack.

"Fire-Wall" Filing Cabinets are a pledge of better protection for business records. More than the rugged strength of steel commends them—for steel alone conducts heat. In "Fire-Walls" a curtain of asbestos, between two sturdy steel walls, stands between your vital business records and the sorry aftermath of fire's visitation.

"Fire-Wall" means an increased "margin of safety" for your records. Consider this when buying *your* equipment.

Send to-day for a free copy of "Protection for Your Business Records." Address nearest service store or Home Office.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

1010

Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

IS MURRAY SCHEME ON ITS LAST LEGS?

Such is the interpretation placed on his latest bulletin, in which Murray announces his readiness to quit for "something more remunerative," following the recent failure of some of his most ambitious plans, and his inability to retain support of many manufacturers.

THE Murray scheme for "moulding the moulders of public opinion" through the control of advertising patronage, appears to have run its course.

Manufacturers who, a year or more ago, were willing to give the scheme a fair trial are now unwilling to renew their subscriptions and continue their support of the plan—undoubtedly convinced that it is certain to result in more harm than any possible good to the manufacturing interests of Canada.

Murray himself admits that he has been successful in obtaining the co-operation of only a limited number of advertisers. There is evidence that these comparatively few "boycotters" are failing to give Murray all the co-operation he desires—a number of them recently having discontinued the policy of antagonizing the press by this means.

In a bulletin issued April 14th Murray pleads for more support—but evidently he is not very confident of getting it. He is perfectly willing, he says, to carry on for as long as may be thought necessary—*provided he receives convincing evidence* that the business men of Canada want him to carry on. Presumably his experience of the past year has not afforded such evidence—and if the results of his efforts are taken into consideration, he is not likely to get the required encouragement.

Says He's Ready to Quit

"If there is any feeling that better results might henceforth be secured by someone else, operating under a different plan," he is prepared to turn over all his records and efface himself. That which he spoke of in 1919 as something which *could* be done, and in 1920 as something that *would* be done, he now regards as something that *has been* done. He therefore feels that his responsibility, self-imposed, is at an end, and that "neither blame nor stigma of failure could attach to him were he now to relinquish the work for something that would be more remunerative."

This suggestion of something "more remunerative" appears significant when contrasted with Murray's claims during the past year as to the extent of the support he was receiving from Canadian business men. He did not seem shy of funds a year ago with which to launch most ambitious plans for moulding public opinion. Is his desire for something "more remunerative" now due to his failure to renew the subscriptions of many of those who supported his plans so liberally a year ago?

Seeing Things in Different Light

Murray now is much less positive in his assurances of the possibilities of his press-prostituting plans. Contrast the following, for example, from his recent bulletin, with his analysis of the advertisers' power to coerce the press, as contained in the booklet outlining his scheme, published in MARKETING a little more than a year ago:

"When I first advanced the idea of team-play among advertisers as a means of securing fairer editorial treatment for business interests, I was misrepresented and misjudged by practically every newspaper that deigned to take notice of me. More than that, I was misjudged by many of the very people whose cause I undertook to defend. It was taken for granted that I contemplated some abuse of power. For instance, I was credited with a design to coerce every newspaper into supporting a policy of tariff protection. People who attributed any such motive to me paid me the poor compliment of assuming that I was devoid of common sense. I recognized from the beginning, just as fully as I recognize to-day, that on practically all national issues there is room for honest differences of opinion, and that the public interest is always best served by full and frank discussion. It is a truism that the surest guarantee we can have of good government is an alert and capable opposition. It is not and never has been any part of my plan to penalize any newspaper for frankly expressing its sincere, well-reasoned views on the public questions of the day. Nor has it been any part of my plan to solicit for business interests preferential treatment to which those interests were not entitled. *All I ever set out to do was to secure for them a square deal, to see that they were treated with common fairness and decency*, and to check as far as I might the mischievous practice of trying to make those interests the scape-goat for every condition of which society was complaining."

Of course, Murray argues that the attitude of the press toward business interests has undergone a change. But "I am not fool enough to argue that they have all been due to my work," he says. "I recognize that in some respects conditions themselves have changed, and changed conditions can always be cited to justify a change of viewpoint. I recognize that with the march of time each of us is adding to his store of information, and the broader this store of information the more mature one's judgment is likely to be." A sample of his more mature judgment is quoted above.

But in all frankness he wants to know if it is merely a coincidence that the changed editorial attitude of some papers has synchronized with his own endeavors at reform—or that they are all in harmony with the very thing he has been trying to bring about?

Concerning Coincidences!

And in all frankness let us ask Mr. Murray:

Is it merely a coincidence that many of the advertisers who last year were disposed to support his scheme are no longer following his recommendations?

Is it merely a coincidence that so many business men are not disposed to renew their subscriptions to his bureau?

Is it merely a coincidence that so many of the publications which had his highest endorsement, whose "fairness" he was organized to "reward," have been forced out of business?

Is it merely a coincidence that his willingness to "relinquish the work for something more remunerative" was conveyed to his subscribers and former subscribers in a bulletin issued the day before one of his most ambitious projects made an assignment, and *immediately following failure* to unload another project in which some of his most liberal supporters are reputed to have sunk $150,000?

Not all of Murray's activities have been given publicity. Of his plans for influencing editorial policy, rewarding fairness and discouraging unfairness, by team-play in the placing of advertising, MARKETING's readers are familiar. Of the failure in large measure of these plans there is abundant evidence, not the least

What Kind of a Tooth Brush Would You Like, Sir?

SLEEPING ON THE JOB!

Products Not Advertised in Southern Saskatchewan that Should Be!

No. 1: Tooth Brushes

WELL, now you come to mention it, Mr. Retailer, I really can't say. If it had been tooth paste, I could have made my choice very quickly—but TOOTH BRUSHES — why, I don't ever remember seeing an advertisement in either The Leader or The Post for such an article.

Mr. Retailer: Here's a case full right here, take your choice.

THE RESULT:

The consumer buys a brush he doesn't know anything about, the retailer gets his profit irrespective of what kind of an article the consumer buys—and the manufacturer—well, it's a hundred to one against him getting a repeat order, for the consumer did not know the "Brand" of article he bought.

The Morning Leader and
The Regina Daily Post Regina, Sask.
(Evening)

Ask Any Recognized Advertising Agency for Rates, etc., or

Toronto Representative:
E. J. Guy
302 Royal Bank Building

Chicago Representative
Henry De Clerque
Mallers Building

Montreal Representative:
E. L. McArthur
224 St. James St.

important of which has been the passing out of one after another of papers which Murray so strenuously strived to save.

By this means he sought to curb the expression of editorial opinion regarded as antagonistic to the interests be served. This, however, was to a large extent only repressive. It did not afford channels for the dissemination of distinctly favorable propaganda, particularly in farming communities—an end which he regarded as highly desirable.

Local Weeklies to Influence Rural Communities

His attention being drawn to the "ready-prints" or "patent insides" used by so many local weekly newspapers, he enthused over their wonderful possibilities for combating the influence of the independent farm journals. His interest was enlisted, resulting in changes which he briefly described last December as follows:

Prior to 1920 there were three old-established services in operation, viz.: (1) The Western Newspaper Union List (Toronto Type Foundry), operating only in the West and serving about 260 papers; (2) The Wilson List (Wilson Publishing Co.), serving about 175 papers in Ontario and other eastern provinces; (3) The Hamilton Newspaper Union List (Canada Ready Print Co.), serving about 55 papers in the same general territory as the Wilson List. In addition to the above, there was a small concern at Regina (Western News Service), with a list of about 30 papers, which had been struggling along for upwards of a year, apparently without making much progress.

Early in 1920, the last mentioned list was taken over by a new company at Regina (Publishers' News Service), which now claims to be serving 75 papers every week. Shortly afterwards a new company started up at Toronto (Canada Newspaper Service—now Hamilton), which by October 1st had acquired a list of some 30 odd papers. It then bought out the Canada Ready Print Co., and with the consolidation of these two services it now has a list of about 65 papers. Such gains in circulation as these new companies have made have presumably been at the expense of their rivals, who have lost correspondingly in circulation.

What he did not disclose to his subscribers in his bulletin, however, was the part he had played earlier in the year in the financing of the *Publishers' News Service*, Regina, and the new company started up at Toronto which later bought out the *Canada Ready Print Co.* of Hamilton.

Murray Proves an "Angel"

His connection with both of these companies has been disclosed through developments of the past few weeks. On April 2nd last the Toronto Type Foundry Co. Limited, owners of the *Western Newspaper Union*, was approached with an offer of the entire capital stock of the *Publishers' News Service*, Regina. Satisfactory terms being agreed upon, it was arranged that the shares were to be turned over immediately through the National Trust Company of Regina, and an order for the delivery of the shares was accordingly handed to Mr. J. G. Palmer, President of the Toronto Type Foundry Limited.

Mr. Palmer proceeded to Regina to complete the deal, but on calling for delivery of the shares was advised of certain restrictions attached to them. These conditions, made by one G. H. Sneath who held the shares in trust, were as follows:

"That payment will be made to me of the balance of commission on stock due me, one-half per cent. on $35,000—$175.00, before the certificates go out of my possession.

"That you will secure for me from the original members of this Syndicate, for whom I understand I am holding this stock in trust, authority to make transfer of these certificates in blank, and for handing them over to you in this manner."

Unloading Deal Falls Through

Mr. Sneath was called on to see if there was any possible way of having these restrictions lifted, and he explained the reasons for imposing them. Substantially these reasons were that Sneath's only authority for transfer of the shares of the Publishers News Service Limited had come to him from G. M. Murray, as representing the syndicate which put up the money, whereas Murray had previously disclaimed having anything to do with them. In view of Murray's contradictory letters to him Sneath stated he would not transfer the shares on G. M. Murray's order—and the following telegram was therefore dispatched by Mr. Palmer to the legal firm in Toronto handling the deal:

"National Trust refuse to deliver shares and produces letter from Geo. Sneath stating that shares can only be delivered on payment of hundred seventy-five dollars. Sneath also refuses to recognize G. M. Murray's instructions of April second to deliver shares, claiming he holds shares in trust for original syndicate composed of H. Cockshutt, C. H. Carlisle, R. Hobson, Geo. Forbes, C. Wheaton and R. W. Leonard, and requires their authority to deliver; part of shares also incomplete and lack signature. I therefore confirm my previous wire cancelling offer to purchase. Please give copy this telegram to John Imrie and Ernest Palmer."

It should be noted that Murray's letter to Sneath was dated the day of Mr. Palmer's formal offer to purchase. In connection with the negotiations it was stated that the Publishers News Service had, in one year's operations, lost approximately $150,000—and it further developed that considerable sums were still owing for paper, printing, etc.

Another Similar Scheme Fails

Also about a year ago there was organized in Toronto, incorporated in Ontario, the Canada News Service Limited, the legal details being attended to by the solicitor for G. M. Murray. A ready-print business was operated with but small success for some months, until the taking over of the *Hamilton Times* by the Ontario Newspapers Corporation. The business of the *Times* included the Canada Ready Print Company, furnishing ready-prints to about 65 Ontario weeklies, and this was sold to the Canada News Service Limited which thereupon moved to Hamilton.

A part of this transaction was a note for approximately $10,000 which was not paid at maturity—and on April 4th an effort was made to sell this note to the Wilson Publishing Company, the other ready-print concern in Ontario, but without success.

Later it was stated that of the amount which was to be paid for the shares of the Publishers News Service Limited, $10,000 was to apply toward paying off this note. The connection between the two ready-print projects is further indicated by the fact that W. N. Wilkinson, manager of the Canada News Service Ltd. was also a director of the Publishers News Service Ltd.

Contrary to National Interest

J. P. Reid, M.P., is asking the House of Commons to adopt a resolution condemning any attempt to control the press of Canada through manipulation of advertising. The resolution follows:

"That in the opinion of this House the organized scheme of certain parties, interested in maintaining the customs tariff, including what is known as the Murray Bureau, Toronto, the manager of which was formerly employed by the Canadian Manufacturers' Association, to influence the editorial opinions of the press by withholding or withdrawing advertising is contrary to the national interest, and this house condemns any such movement against the freedom of the press of Canada."

For 37 YEARS
The Leading Paper
In ALBERTA

TO lead for nearly forty years in a rich territory like Alberta is an immense asset. It means the maintaining of reader-interest—and hence, pulling-power.

Age, by itself, is not always a favorable characteristic, even in business. Often it brings ultra conservatism, musty methods and a disposition to operate on a reputation gained in the distant past. This sometimes holds true of publications, developing a crusty, independent attitude which alienates the interest of growing generations.

The Herald, in Calgary, is 37 years young—a young and vigorous paper in a young, vigorous, growing prosperous territory. That is why it gets first attention. It has grown up with its territory. It is still growing with the expansion of the last great western province.

Largest Evening Newspaper Circulation Between Winnipeg and the Coast

The Herald Publishing Co. Ltd.
CALGARY - - - - - - - ALBERTA

Representativees for Eastern Canada :

EDGAR J. GUY	Royal Bank Building	Toronto, Ont.
E. L. McARTHUR	224 St. James Street	Montreal, Que.

Representatives for the United States :

HENRY De CLERQUE, Inc.	800 Mallers Building	Chicago, Ill.
HENRY De CLERQUE, Inc.	17 West 42nd Street	New York, N.Y.

Representatives for the British Isles :

F. A. SMYTH	29 Ludgate Hill	London, E.C. Eng.

In CALGARY The HERALD Gets first attention

MURRAY RAISED THE MONEY

Mr. Wilkinson has stated that he was engaged as manager of the Canada News Service Ltd. about a year ago by F. R. Munro of Regina, since dead, but that before concluding arrangements with Munro he was taken to the office of G. M. Murray in the C.P.R. building, and that Murray inquired thoroughly into his capabilities. For a short time he was obliged to finance the Canada News Service himself, but later $25,000 was sent to him through the Royal Trust Company. At the time he did not know who was back of the concern. Altogether, during the past year, he had received through the Royal Trust Company a total of $47,000 in cash, and since the end of December G. M. Murray had sent him $2,000 in cash. He did not know, definitely, from whom the money came via the Royal Trust Company, but whenever he was in need of money he always went to G. M. Murray. He had called on Murray on several occasions requesting more funds to keep the business of the Canada News Service going, but Murray stated that no more funds would be forthcoming.

On April 15th the Canada News Service Ltd. went into voluntary liquidation. A later meeting of the creditors was attended by a representative of the Royal Trust Company, as representing the stockholders, who, when asked, refused to disclose the names of the members of the syndicate.

Thus we see the collapse of two schemes financed through G. M. Murray and representing a loss, according to reports, amounting to over $200,000 to his financial backers.

The day before the assignment, or on April 14th, Murray issued an open letter to the business men of Canada in which he refers to the fact that his work has "passed the experimental stage," and suggests that "neither blame nor stigma of failure could attach to me were I now to relinquish the work for something that would be more remunerative," concluding:

"I cannot refrain, however, from expressing my profound conviction, born of an intimate knowledge of what has been and can be done, that it would be extremely short-sighted on the part of business interests were they now to fail in ensuring a continuance of the work on an expanding scale, and nothing short of a calamity were they by inaction to acquiesce in its discontinuance. Remember this, that the results thus far obtained have been obtained with the co-operation of only a limited number of advertisers, and the financial support of comparatively few non-advertisers. What those results might have been, had I had the co-operation of twice as many advertisers and the financial support of twice as many non-advertisers, I leave to your imagination. Primarily, the problem is one of finance. The work itself is capable of almost unlimited expansion, but it cannot subsist, much less expand, simply on good wishes."

It is unnecessary to point out the significance of these developments. They are capable of more than one construction, as Murray now confesses is also the case with the editorial attitude of many publications.

* * *

WHY NOT BETTER AGENCY RELATIONS?

Even though it means "disturbing" the secret commission arrangements or commission-splitting deals of a few agents—why not try for a square deal for other agents, and eliminate suspicion among advertisers and publishers. Agents' defenders base arguments on wrong premise.

IF many of the critics of the agencies seem to overlook the splendid work which they have done in developing better advertising, it seems, on the other hand, that the agencies' defenders too readily assume that any criticism of existing conditions involves the abolition of the agency system—and defend it accordingly.

MARKETING is accused of going out of its way to upset the relations existing between agencies and advertisers and agencies and publishers, and of seeking to have the agencies put out of business; when, as a matter of fact, we regard these relations as already considerably upset, and desire only to see adjustments brought about which will more firmly establish the agencies on a basis affording greater satisfaction to both advertisers and publishers, and, consequently, to their own best interests.

The opinion has repeatedly been expressed that the existing arrangement operates with the greatest economy to both advertiser and publisher, and that advertisers would do well to recognize that the situation calls for more strict regulation, rather than the abolition of the existing method of compensating the agent.

Even the most ardent of the agents' defenders frankly recognize that abuses creating wide dissatisfaction at present exist. But instead of seeking for ways to check these abuses, they content themselves with arguing that the abolition of agencies is most undesirable. The arguments submitted by those desiring better conditions are regarded as "too idealistic." Typical of a number of such letters received is that of a publisher, who says:

"All of us, of course, look forward to the time when we will have in Canada what might be termed 'ideal agency conditions.' We all agree that evil practices have existed in the past. I fear, however, the situation can only be improved by a gradual cleaning-up process.

"We are not sufficiently far advanced from the general advertising point of view for too drastic action. For the time being I would consider, therefore, that we must look upon the advertising agencies as the official solicitors of national advertising for us, and, as such, must receive sufficient remuneration to enable them to maintain staffs for the promotion of new business, to undertake efficient trade service for manufacturers and prospective advertisers, and to prepare effective copy.

"Whether or not existing commissions are more than sufficient to enable such work to be satisfactorily performed, and consequently encourage commission splitting, rebating and other unbusinesslike tactics, only a frank discussion of the case between the publishers and the agencies, with all the cards on the table, would prove.

"If the proposed agreement between the daily newspaper publishers and the Association of Advertising Agencies becomes operative, I think we will have advanced a long way towards improving conditions of the past.

"After all, general advertising is yet only in its infancy in Canada, and I don't think publishers generally will hesitate to continue their present remuneration to the agencies so long as the latter are legitimately spending the full amount of same to the work for which it is given—the creation and developing of newspaper advertising.

"I expect certain agencies in recent years can very properly be criticized for not maintaining efficient and experienced solicitors. Complaints may also be made regarding the character of the service rendered the client in respect to copy.

"Some of these unsatisfactory conditions may, of course, be due to the comparative ease with which advertising has been secured the past three years. Like many another line of business, it has not been necessary to work intensively to get the business. We are now back to earth.

1847 ROGERS BROS.
SILVERWARE
The Well Known Gift
EVERYONE gives silver. Those who give it with thought, choose the finest grade of silverplate.
The suggestion of the best in silverware is not new to those who use 1847 Rogers Bros. Silverplate. The idea is more than seventy years old to be exact it is seventy-three years ago that 1847 Rogers Bros. Silverplate first gained the public's preference which it still holds.
Its reputation and attractiveness are known to so many that the familiar trademark instantly carries the message of highest quality.
Choose "1847 Rogers Bros." and you choose the preferred silverplate.
When you go into your dealers to look over the various patterns, be sure that you tell him "1847 Rogers Bros." Then you will be sure to get exactly what you want.
On sale by leading dealers
MERIDEN BRITANNIA CO., Limited
Hamilton, Ont.

Proofsheet No. 22

Reduced from large size

Quality, Long-Standing Reputation and Attractiveness

WE are "cribbing" all these "points" from the 1847 Rogers Bros. silverware advertising—but every one of them can be applied to The London Free Press.

The London Free Press goes into the majority of the homes of London and Western Ontario, as a friend who has won confidence through the years.

For over seventy years, too, The London Free Press has championed without fear or favor ideas, policies, and activities that it has deemed in the best interests of the people.

Advertisers get results in direct ratio to the confidence readers have in the paper itself. Steady advertising in The London Free Press has been proven an attractive investment.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

however, and real development work must be done."

Another defender of the agencies contents himself with justifying the payment of commissions by publishers, all of which can be endorsed while still contending for better standards of practice. "A very large percentage of the national advertising carried by the newspapers," he points out, "is the result of the activities of the advertising Agencies."

"The Canadian Daily Newspaper Association, in granting recognition, designate the agencies as 'official solicitors of advertising for the daily newspapers.'

"Before the Canadian Advertising Agencies were so numerous, and before they had become the splendid aggressive business-developing organizations which they are now, the metropolitan dailies were forced to maintain, at a very considerable expense, a number of travelling advertising solicitors, which, under present conditions, are not necessary, and, with a few exceptions, are not now employed.

"Before a non-advertiser, who should be a national advertiser, can be converted, he must have presented to him for his consideration full information on which a national advertising campaign can be based. No individual newspaper that I know of is equipped to give such a service, and while it undoubtedly is a service to the advertiser, it primarily is a very great and necessary service to the publisher, for without some such comprehensive survey of conditions, mediums, cost, etc., no manufacturer nor other prospect would be likely to undertake a national advertising campaign.

"In their competitive efforts for business the agencies cover the field thoroughly, and the publisher may feel reasonably certain that very few possibilities are overlooked. The advertising agencies are without doubt, as far as national advertising is concerned, the greatest creative and developing force.

"The advertising agency assumes the financial risk on all accounts placed by them with the publishers. The publisher gets his money whether the advertising agency is able to collect or not.

"I have suggested above some reasons why I believe that the advertising agency is serving the publisher, reasons which I believe are sufficient to justify the payment by the publisher to the advertising agencies of the commissions which are presently being paid."

Another publisher argues that it is not necessary that advertisers should know what the commission is that a newspaper allows to an agent, which view seems to support the opinion of another that the publishers will not be very anxious to mix in on this fight. "The agencies have slugged and browbeaten them so much that they will be rather inclined to 'let a sleeping dog lie.' For that reason the advertisers may run against an 'anvil' instead of a 'hallelujah' chorus from the publishers' side of the fence, even though the publisher is with them in spirit."

The amount of commission "is surely a confidential matter between the newspaper and its solicitors," it is argued on the one hand, although "I do agree that it is a vicious practice that publishers should attempt to steal a march on one another by offering a higher commission to the agents," but it is not explained how this is going to be effectually prevented so long as commissions remain secret. This publisher continues:

"As a matter of principle I certainly agree that the advertiser should be made to pay for the service he secures from the agent, and this only because the commission allowed by the publishers has been so generous that agents have been able to perform special services for the advertiser without making a charge against them. The one thing that has to be carefully guarded against is the possibility of the advertiser being able to buy space under par by buying through the agent. The proposal of the A.C.A. for this reason is impossible. We find that our own solicitors are being constantly asked to perform services for advertisers that they have scarcely a right to expect under their contract for space. There is a certain service that we are prepared to give, but beyond that the advertiser has to pay extra. After all, the situation is analogous. The agent must be compensated by the publisher for creating the business and guaranteeing the account. He must be prepared to do the checking and other clerical work, but as the amount of labor and study involved in copy preparation differs in every campaign, a charge should be made for this work on the basis of service rendered. This is the only way to place the matter on a sound, equitable basis."

The fact is ignored that the "impossible" proposal of the A.C.A. is substantially the plan operated by the N. W. Ayer agency for forty-eight years past, also at present governing the relations between agencies and most of the large advertisers in the United States and of some advertisers in Canada. Canadian agents already have such arrangements with some of their clients, as the publishers could readily determine for themselves if they were so disposed. Nor can they reasonably object to such arrangements so long as they continue to "recognize" American agencies placing business with them, and who operate under this plan.

An agency expresses the opinion that the articles in MARKETING "expressing the intense dissatisfaction that some advertisers experience with the agencies which are serving them, seem to overlook the most obvious remedy for their troubles. Everything would be sweet and peaceful if the advertisers who are not satisfied with the agency service they are getting would fire the agency and try another one." Maybe so. But it is probable that the dissatisfaction is not so much with the service, in many cases, as with the arrangement under which the agency assumes to advise as to choice of mediums, while accepting larger commissions from some publishers than others are disposed to allow. What most advertisers desire is a *standard* rate of commission, and they argue that the simplest means of insuring this is for the agency to bill them the net amounts paid to publishers, plus a uniform rate of commission for all mediums.

Many of the opinions expressed agree with the editorial in a recent issue, arguing that agencies should be regarded as "wholesalers" of advertising. This view recognizes that agencies should be paid a commission by publishers, but, recognizing the changed conditions, that this commission should be so fixed as to provide only for the service rendered the publisher, leaving it to the advertiser to compensate the agent for any additional service demanded.

Typical of these is one letter which says:

"You have hit the nail on the head when you say that, as a space broker and publishers' representative, the advertising agency is entitled to a commission or fee from the publisher. Because an agency does not represent a publication exclusively does not eliminate this obligation on the part of the publisher. The publisher may feel the need of special or direct representation in a particular field to work with both the agency and the advertiser, but, nevertheless, the agency renders a valuable brokerage service, and is entitled to payment for same.

"A manufacturer employs a jobber to sell his goods; he does not ask the jobber to can his peaches or dry his prunes; neither does he propose to eat his own peaches and prunes for the consumer. In advertising the agency becomes a jobber or broker, the manufacturer is the consumer (of white space), and the publisher is the manufacturer (of white space). The advertising agency sells the publisher's white space to the producer of canned peaches and dried prunes. The publisher delivers white space to this advertiser through the agency, and is no more called on to fill that space than is the original manufacturer above called on to eat his own peaches and prunes for the consumer. That much, certainly, the consumer should not object to doing himself.

"The analogy between manufacturers and jobbers and publishers and agencies is not a perfect one because of the dual capacity in which an agency works—for both publisher and advertiser. Agencies serve both, and should be paid by both according to service rendered each. The agency serves the advertiser by selecting mediums, preparing copy, making suggestions, handling accounts, etc., etc., and should be paid by the advertiser for this service. It is inconceivable that all accounts require the same amount of ser-

A Legal Opinion of the Advertising Agency.

DIFFERENCES of opinion are expressed as to who the advertising agency represents—whether his responsibility is to the advertiser or to the publisher—whether he is an agent in fact, or a principal. It would be interesting to secure competent legal opinion as to his status.

Such an opinion was secured, some time ago, by Printers' Ink, as defining the legal responsibibity of the advertising agent. For example, could the advertising agent (though presuming to be merely a representative of the publisher) be held responsible for the payment of advertising inserted on his instructions? Agents in Canada have sought to establish that contracts are between the agent and the publisher, and cannot be transferred without the agent's consent.

Says the legal opinion quoted in Printers' Ink:

"The advertising agent is the representative of the advertiser. As to the publisher, he is an independent contractor, and, therefore, principal. This results, not from any well-defined line of court decision, but from the manner in which the business is transacted.

"The publisher looks to the agent for the performance in all respects of the contracts placed by the agent, including the payment of the agreed rate, and the agent is rarely in a position, even should he so desire, to successfully raise the defense to a suit by the publisher that he acted only as the agent of the advertiser and was therefore not personally liable. Few cases in which such defence has been attempted have been brought to my attention, and I know of one only in which the defence was successful.

"Recognition of the agent, which carries with it the much-sought right to deduct commissions, is granted only upon the agent satisfying the publisher personally or through the medium of the association of which the publisher is a member, as to his ability to answer for all the advertising which he may place. Having secured his recognition in this way the agent is not thereafter in a position to claim that he is not to be held responsible. In most cases also a long course of business dealings affords in other respects sufficient proof to establish that the agent has held himself out to be, and has been treated by the publisher as principal. Indeed, in forms of contract in use at the present time the agent is usually personally bound by some appropriate expression such as 'charge to the account of the undersigned agency,' or the been voluntarily prepared by the like. Most of these forms have agents and evidence their desire to avoid misunderstanding by recognizing, in the first instance, a relationship in which they are personally responsible."

vice. Hence the fallacy of a standard commission, as now exists. From the publisher's standpoint a rate for selling his white space can easily be decided upon. He knows what he can afford to pay, and can adjust his business and rates accordingly. It is quite a different matter, however, when the agency commission is made to cover both the cost of selling the space and the service necessary in preparing the copy with which to fill it.

"In all this discussion it should not be forgotten that advertising has developed wonderfully under our present method of remunerating agencies. Agencies also have been instrumental in a large way in developing advertising to its present high state. When an agency can approach a prospective client and offer expert service at no cost to the advertiser he has a splendid introduction. New accounts are doubtless developed in this way that otherwise might not have started. It is recognized, of course, that the advertiser in the end does pay the cost of preparing his copy and other service, but he doesn't feel it, or doesn't know it at the time. The injustice comes from the fact that the same amount of service is not required by all advertisers, whereas they are all required to pay the same commission, and they do pay it, whether service is rendered by the agency or whether they are dealing through an agency which really gives them little or no service.

"There is no sound argument," he concludes, "for giving direct advertisers the agency discount. The agency commission is justified on the same ground as the wholesaler's discount to the trade."

Another defender of the agencies, whose views are substantially in harmony with those expressed by MARKETING, is B. H. Bramble, Sales and Advertising Manager of the Canadian Chewing Gum Co.

"At present," he says, "the system under which advertising agencies operate is not working to the entire satisfaction of many publishers and advertisers; in fact, I know some advertising agency men who complain of some abuses which exist under the present arrangement. It seems to me that the sane and logical thing to do is to endeavor to bring about such changes as may seem necessary from time to time to perfect the system and make it more satisfactory to all concerned, rather than to attempt to abolish it and put up an entirely new and untried system in its place.

"During the last few years I have heard a great deal of discussion on this subject among advertisers and among publishers, and I have frequently been impressed with the fact that a great many people seem to overlook, to a very large extent, if not entirely, the splendid work which good advertising agencies have done for both publishers and advertisers in the development of advertising.

"To be sure, all agencies have not contributed their fair share towards this. Some have done super-excellent work, while others have been more inclined to devote their energies to keeping service down to the minimum which would satisfy the advertiser, and, at the same time, direct the business into the channels which would yield the largest commissions.

"But I think that most advertisers and publishers who have given the matter unprejudiced consideration will agree that the present stage of efficiency which advertising has reached is due, in a very large measure, to the good advertising agencies."

* * *

The New Idea, a monthly magazine, edited by H. E. Duncan, has appeared on the news stands. Small newspaper space announced the first number, dated May, a perusal of which indicates that the paper is little more than a house organ for the R. T. Scott Co., Ltd., Toronto, investment agents.

* * *

The Standard Paint Company of Canada, Ltd., manufacturers of roofing, etc., has changed its name to the Ruberoid Co., Ltd., in order to create a closer connection between the name of the products marketed under the Ruberoid trade mark and the name of the company.

* * *

Canada's Sixth Annual Bicycle Week will be held from April 30th to May 7th, and elaborate preparations by manufacturers and dealers would indicate that the campaign will assume greater proportions even than last year, which scored a record.

* * *

J. A. Martineau will succeed W. G. Steward as advertising manager of the Goodyear Tire and Rubber Company. Mr. Steward has joined the staff of *The Toronto Globe*, and will have charge of the *Globe's* Montreal and Eastern business, in addition to development work in the Toronto field.

* * *

The Dalhousie Review Publishing Co. is the title of a new publishing firm recently organized in Halifax. The first issue of the *Review* will be published in May.

* * *

Copy is now running in newspapers for "Twink," a dye soap product manufactured by Lever Bros., which has been on the market for a few months.

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

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SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

BERTRAM R. BROOKER, Business Manager

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 9 MAY 1st, 1921

Build For 1922

A few friends seem to think this slogan of ours peculiarly appropriate for this year's business. They agree that business has passed the Neolithic stage—that it has 'come down out of the tree.'

Fighting rarely got anybody anything for 'keeps.' The cave-dweller eventually runs into someone with a heavier club.

In 1921 A.D. fighting will get lesser rewards than it did in 1921 B.C. As Olive Schreiner says, 'the Age of the Dominion of Muscular Force is ended.' The salesman who depends on his throat muscles and the flexibility of his wrist in pounding the prospect's desk is getting less popular every year. His club is becoming worm-eaten. Wood and wind are obsolete as business weapons. The word 'weapon' itself is out of place in the business lexicon.

The immediate trouble in the markets of the world is the weakness of demand. It is no new thing. Trade regularly oscillates in periodic cycles of good and bad times, due to fluctuations of demand.

It has been pointed out by the Hon. George Peel that this ebb and flow of demand arises from the fact 'that man's requirements are increasingly regulated not by his body but by his mind, not by his wants but by his imagination. The human stomach is speedily satisfied, the mind, never, being infinitely progressive and incalculably various in its desires.'

The imagination of the consumer is busy with the prospect of a lower level of prices. It is an attitude of mind, and you cannot successfully fight it. But you can change it. Selling is the process of making a man think he wants your article. It is not a fighting process in which you batter down the customer's defences and leave him without a leg to stand on. That is the old and obsolete 'strong-arm' salesman's method. It is rather a building process. The true salesman stimulates the imagination, which of itself proceeds to erect aery castles of desire. The instinct to possess is aroused. Layer upon layer of advantages, uses, pleasures—contained in the product—rise before the eyes of the prospect, until the glamour of the completed whole makes refusal impossible.

This is the sort of process that will sell anything, regardless of price. And in these times, when price cuts so much figure, it is the logical method of merchandising. The imagination of the public must be stimulated. The consumer must be got back into the habit of building mental castles. The instinct to possess needs fresh arousing in the mind of the race. It's a big task. It will take time.

That is why we say—BUILD FOR 1922.

* * *

Make your salesmen feel that advertising is not merely a pretty thing—a feather in the cap of your house. Make them feel that it is as practical as a pair of boots—enabling them to move faster.

* * *

Overworking the "Big Brother"

The clamour for Canadian trade representatives in the United States continues. Such a system of government-appointed commercial agents is being boosted as a means of industrial expansion, and hence is being held up as a partial panacea for the ills of the exchange situation. The government, apparently, does not favor the proposal.

Sir James Lougheed remarked in the Senate the other day that the powerful concerns in Canada were relying on the government to extend their trade instead of doing the work themselves. He charged that our large commercial houses were doing little toward making Canada felt as a trade entity.

In many quarters the rebuke is merited. Not only in their international dealings, but even in regard to internal trade, too many Canadian manufacturers seem to regard the government in the light of a 'big brother' whose main purpose in life is to fight their battles and protect them from the persecution of 'bigger boys' from across the line.

Isn't it about time that some of our Canadian industries grew up? The youngster who constantly relies on a 'big brother' to punch the head of the bully who is pestering him rarely develops an aggressive and forceful personality.

What is needed in Canada is more knowledge of and more confidence in modern sales methods, and in the power of advertising. Canadian goods should be vividly projected upon the consciousness of the Canadian people. It is a selling task involving bettered marketing methods and a more intelligent and effective use of advertising. These will develop vigorously only when manufacturers learn to lean less heavily on the protection provided by a paternal government.

* * *

Some good selling appeals are obscured by the frothy nothings which precede them for the purpose of compelling attention. Others are spoiled by the ponderous diction which is supposed to impart "tone." A few have the priceless quality of clarity. Froth, tone, clarity—surely the greatest of these is clarity.

KIRKWOOD'S LETTER FROM LONDON

Harrods gets front page of *Daily Mail* eight times for nothing. British manufacturers selling to wholesalers deny value of salesmanship. Demise of Woman's Supplement proves that even Northcliffe can make mistakes. Other topics of current interest.

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

BLUFF, or the menace of the Big Stick, is a game quite well understood by some persons in the United Kingdom of Great Britain and Ireland, as the following story, declared to be true, shows:

The story is that the makers of the world-famous Bass's Ale began making during the war a stout to which was given the name of Black Bass, and a very good stout it was. Indeed, it was so good that it evoked from the makers of Guinness's Stout—the world's classic stout—a generous compliment. But the letter containing the compliment also said that it was the intention of Guinness to make an ale which, it was hoped would be as good as Bass's.

Thereupon Black Bass Stout died a sudden death, and synchronizing with its passing was the death of the project of Guinness's to make ale.

UNHAPPY IRELAND

Because fire insurance premiums on property in Ireland are very, very high, if granted at all, and because fires occasionally break out and consume factories and fortunes, Ireland is likely to lose to England some of her great firms. One very large and important manufacturing firm in Dublin has built a factory in England for self-protection, and may ultimately remove from Dublin wholly.

It has been said that Guinness's are seriously considering leaving Dublin, and because Guinness's and Dublin are one and the same, according to some people, Dublin may become transplanted to English soil, which would be a national catastrophe, should it ever happen. It wouldn't be such a calamity if the delightful Dublin brogue could be transferred at the same time.

Years ago I heard Seymour Eaton, founder of the Booklovers Library, tell of his visit to Guinness's. He said that on his card of admission to view the great brewery was printed boldly a notice that gratuities were not to be given to attendants. But Mr. Eaton was very appreciative of the services of his guide, and wished to express his sense of debt by a tip. Yet there was the printed request to give no tips. So Mr. Eaton took his guide into his confidence, and said that he wished to give him a gratuity, but at the same time did not wish to trangress the plainly-printed injunction on the card. "Sure," said the guide, "that's just to remind you of it!"

CORSET ADVERTISING

One of my habits, thoroughly disapproved of by the one who is a daily witness of it, is to accumulate newspapers, and let them pile up, for future reference, to help me prepare my letters for "MARKETING" and for other uses. The same instinct leads me to let old clothes, hats and boots accumulate, but, alas, they prove of no use to me for any purpose. It's the Scotch blood in me that makes me a sinner.

Going through this pile of newspapers I could not help but notice the very large amount of corset advertising now current. Quite eight different firms are using space, and some of them are using very costly media in good-sized spaces and with frequent insertions. Among these firms is the British Gossard Corset Company, an American corset but recently come to England. It is quite probable that its entry into this country has bucked up British corset makers.

One of these British firms, makers of the "J.B." Corset, is not only carrying on extensive advertising over its own name, but is also having its advertising appear over the names of London's great drapery shops. This is good practice, in my judgment, for not only does this advertising reinforce the corset maker's own advertising over his own name, but it secures the endorsement of distributors of great prestige.

This practice of manufacturers' advertising being apparently inserted by an important department store is an old one, yet not any too common, so far as my observation informs me. Commoner is manufacturers' own advertising in a local newspapers, carrying the signature of the local agent.

AN OFT-TOLD TALE RE-TOLD

This makes me think of a series of 8 front pages in the *London Daily Mail* which appeared nearly 5 years ago, nominally advertisements of Harrods, but which cost Harrods nothing.

Because the idea was mine, and because it "came off" most successfully, my memory of it remains a green one, and I have recited the story of it many times.

When I devised the idea, I had Whiteley's in mind. The idea was to approach a number of manufacturers of branded goods distributed by Whitley's, and to suggest that they arrange to have their advertising incorporated with the regular Whiteley advertising. Thus would Whitley's space be enlarged without cost to them, and thus would the manufacturers' product be endorsed, so to speak, by Whiteley's. There were other arguments, but I stop not to speak of them.

Wareham Smith, then advertising manager of the *Daily Mail*, said, "Kirkwood, we'll use that idea of yours to get Harrods back into the *Mail*. They've been out of the paper for years, and your scheme is to get them in again."

The scheme we worked was as follows: the front page of the *Daily Mail* was divided up into 18 spaces; the top central space, extending across three columns and double the size of other spaces, carried an illustration of the Harrod premises and text matter below relating to Harrods; the remaining 17 spaces, all equal, were priced so as to yield, in the aggregate, the full cost of a *Daily Mail* front page—in those days £350. Thus Harrods paid nothing.

Then we lent to Harrods a good *Daily Mail* canvasser who went in Harrod's name to the firms from whom Harrods bought goods. This canvasser asked for an order for one of the spaces for 6 times, and got it practically for the asking, for what manufacturer dared refuse? So a series of six pages, to appear weekly, was secured. Each space user inserted an advertisement prepared by himself, but omitting his firm's name.

The argument used to get this advertising was: "We (Harrods) propose to run a series of six pages featuring the trade-marked or branded merchandise which we distribute, and would like to include your line," and so on. It was a "cinch," to use a Western word, to get orders. When the last page in the series of six was about due, Harrods (i.e. the *Daily Mail*, you take your choice) tried to carry the series on for another six times, but the worm turned and only two more were secured, making 8 in all.

So were Harrods won back. Today they spend, it is said, £100,000 per annum in the *Daily Mail*.

This idea was later used by Whiteleys, developed by themselves; and probably by others. I pass on the idea, for there may be men of the Canadian West and East who can use it, with profit to all concerned.

Rings Or Trusts In Britain

In Great Britain is no law which alarms firms welded together in a trade association for the main purpose of regulating prices. There may be an Act on the Statute Books threatening rings or trusts with fearful penalties, but if it exists, its threats are without terrors.

The principal metal bed manufacturers have an association for the control or regulation of selling prices. These prices-to-the-trade are the same in the case of each manufacturer, the same, that is, for beds of the same grade. It is the same in the cases of makers of chinaware (dinner sets), biscuits, gas stoves and cookers, and of many other classes of manufacture. In some cases there is a pooling of profits; and in some cases a condition of membership in the trade association is that there shall be no press advertising by any individual member.

The undertaking to do no press advertising is being broken from in the cases of certain manufacturers who are "feeling the draft" of the present bad trade times, and who have convinced themselves that their salvation as solvent businesses requires them to be up and doing.

A Birth-Time of Advertisers

The current bad times in Great Britain are shaking up some conservative British manufacturers; they are seeing—and envying—the better state of competitors who began long ago to go to their true market, the final buyer or consumer of their wares. One sees being born new national advertisers, among boot manufacturers, hosiery manufacturers, confectionery manufacturers, clothing manufacturers, and so on.

These firms are beginning to do the right thing out of their present necessities. One would like to think that their new practice is born out of conviction, that it is built on the solid rock of a soundly-informed intelligence. One suspects, however, that in some cases the employment of press advertising is but a grasp at a straw.

Yet doing the right thing, even reluctantly and faithlessly, may be accompanied by results which will convert doubters into ardent believers.

I have heard several men highly placed in the firms which employ them, say, "Before these present bad times we never had to advertise."

In this there is tantamount admission that advertising is a life-saver. One thinks of men who have refused to insure their factories determining to employ the protection of insurance as and when they view the smouldering ruins of their devastated factories. One thinks, too, of the small boy who told his Sunday School teacher that he said his prayers only at night, never in the morn-

VOLUME ADVERTISING CANADIAN MAGAZINES, for JAN.-FEB.-MARCH, 1921

(For principle classifications. Exclusive of publishers' own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies	Foods, Confections and Beverages	Household Supplies	Household Equipment	Music and Instruments	Toilet Specialties	Wearing Apparel	Financial, Insurance, Government, etc.	Proprietary Remedies	Not otherwise Classified	Total Agate Lines Advertising
Macleans Magazine	6	700	8,889	7,393	7,774	12,873	3,674	13,712	7,820	1,226	2,432	36,116	101,909
Canadian Home Journal	3	800	1,205	10,106	7,322	7,934	2,220	11,463	8,343	168	3,469	14,779	67,009
Christian Guardian	13	700	60	5,818	698	3,344	1,503	728	3,550	10,824	455	24,662	51,642
Everywoman's World	3	800	800	8,328	3,484	5,693	1,320	6,690	4,801	216	6,222	11,996	49,550
Western Home Monthly	3	720	1,125	5,816	3,251	1,775	6,190	3,091	4,203	3,524	3,312	14,529	46,816
Canadian Magazine	3	224	256	5,476	1,176	3,248	896	1,848	3,172	3,220	4,186	9,492	32,970
World Wide	12	700	1,082	2,258	84	420	....	200	3,115	7,173	....	5,226	19,558

VOLUME ADVERTISING CANADIAN FARM PAPERS, for JAN.-FEB.-MARCH, 1921

(By principle classifications. Exclusive of publishers' own advertising. Figures compiled by MARKETING)

Publication	No. of issues	Autos, Tractors Accessories, Supplies	Dairy Equipment and Supplies	Farm Implements and Machinery	Farm Equipment	Seeds and Supplies	Household and Personal Supplies	Stock Food and Remedies	Banks, Insurance and Government	Classified	Not Otherwise Classified	Comparative Total Con'l Advertising	Live Stock Advertising	Proprietary Remedies	Total Agate Lines Advertising
Grain Growers' Guide	13	19,320	6,219	17,026	23,165	8,153	34,582	5,074	20,965	32,195	22,959	189,658	4,106	994	194,758
Farmers Advocate (London)	13	12,317	5,390	12,946	32,790	9,687	27,005	11,988	8,565	2,250	10,213	133,151	43,401	308	176,860
Farmers Advocate (Winnipeg)	13	12,301	6,901	14,822	16,719	6,090	34,503	4,986	10,254	3,546	14,636	124,758	6,843	560	132,161
Nor'West Farmer	6	14,654	4,642	14,220	17,943	4,992	25,714	3,428	10,925	8,170	15,966	120,654	13,087	924	134,665
Canadian Countryman	13	7,281	6,223	10,364	29,369	7,542	31,199	6,144	8,831	528	11,812	119,293	15,054	368	134,715
Farm and Ranch Review	6	9,603	2,076	7,847	11,952	3,850	17,806	5,610	9,695	2,763	13,568	84,770	5,340	1,605	91,715
Farmers Magazine	11	9,185	2,097	5,888	17,884	3,446	22,843	4,818	5,387	599	9,537	81,684	8,660	1,937	92,281
Canadian Farmer	13	3,710	1,447	6,051	10,005	2,204	20,196	5,294	5,527	303	16,437	71,174	10,539	3,864	85,577
United Farmers Guide	13	2,921	1,020	3,364	10,530	3,541	28,826	7,392	3,154	2,221	5,239	68,208	4,162	....	72,370
Farm & Dairy	13	4,111	5,051	5,354	12,468	1,493	5,449	1,719	5,466	1,773	5,832	48,716	29,714	936	79,366
Maritime Farmer	6	2,084	2,491	5,306	8,119	3,218	16,695	3,206	2,372	645	3,967	48,103	4,272	3,906	56,281
Family Herald & Weekly Star (Eastern)	13	11,468	6,263	19,008	33,639	7,975	61,782	10,274	15,745	21,459	34,281	221,894	996	18,193	241,083
Family Herald & Weekly Star (Western)	13	12,438	7,153	13,810	27,487	7,184	59,075	10,030	16,311	22,700	33,972	210,160	896	17,693	228,749
Ottawa Farm Journal	25	10,632	2,979	8,769	23,491	4,462	25,720	9,826	4,394	32,140	42,601	165,014	12,439	17,171	194,624
Farm & Home	13	4,047	4,886	5,145	20,165	10,741	23,904	12,103	3,248	11,855	52,896	148,990	1,310	6,796	157,096
Farmers Sun	26	10,132	2,960	7,397	20,771	8,527	19,587	6,191	14,930	8,260	45,644	144,399	6,929	9,409	160,737
Free Press Prairie Farmer	13	4,263	1,743	6,086	3,531	2,915	18,809	4,076	7,311	9,588	24,227	82,549	1,103	29,028	112,680
Montreal Weekly Witness	13	712	770	2,674	2,107	838	4,479	1,330	2,674	6,264	4,464	26,249	....	12,623	38,872

The Retailer's Need of a Dealer Service

How The Guide is Filling This Need in Western Canada

HE indeed would be a very poor merchant who would not sell his customers what they ask for. It is logical to assume, therefore, that the greater the demand for a given article the more likely is the merchant to stock it.

The great consuming public unquestionably "takes-to" and "stands-by" a consistently advertised line. Always there is that sense of "security" in the mind of the purchaser. Sheer merit of manufacture, performance and accomplishment so peculiar to extensively advertised goods have created that prestige. Thus national advertising has been and is constantly fulfilling its purpose.

Slowly but surely this psychology of advertising is making its impression on your final salesman—the retailer. To-day he is a more receptive man than he ever was. He not only sees the necessity but the wiseness of hooking-up to nationally-advertised lines.

And because the merchant saw that advertising created consumer demand he automatically became an advertiser in his own community through his local paper. Study his advertising and you will find that he usually selects those lines which are known to him.

Hitherto, however, the retailer has lacked two important things.

First: An up-to-the-moment knowledge of generally advertised lines that he might profitably associate with his local advertising.

Second: Good copy and cuts to brighten-up his advertisement with the idea of arresting greater reader attention.

And his chief helpmate—the country publisher, has been unable to supply him with either—in fact this is the average small publisher's great complaint.

Give the merchant this material and he will work for you, and this is precisely what

The Grain Growers' Guide

And Its Exclusive Auxiliaries

is doing for those of its advertisers who merchandise their goods through retail channels.

The Guide publishes each month a "Dealer Service Bulletin" which is generally circulated among Western Canada's leading retail merchants. Its principal functions are:

Women's Numbers

Remember, the "Household Magazine Number" is the *second* Wednesday of each month. If your product relates to the home your schedule may well include these regular monthly issues.

1. It gives the retailer a complete list of names and advertised products of firms who used advertising space in The Guide in the month previous, which serves to keep the merchant posted on nationally-advertised lines by season;
2. It offers a free-cut service to these retailers which enable them to cash-in on seasoned lines through local advertising and to satisfy consumer demand both locally and from the great trading area surrounding them;
3. It makes the retailer's own advertising more attractive and effective because of better copy and illustrations with which The Guide supplies him;
4. It gives the advertiser that working co-operation with the retailer that is as essential for success under present business conditions.

Western Canada's retailers read and have accepted The Guide's auxiliary services because they know that The Guide has the farmers' confidence and its readers support its advertisers. They know also that the farm trade constitutes their biggest trade and that The Guide's 82,000 circulation covers their field more completely than that of any other farm paper.

This Free Auxiliary Service is open to you!
Why not Write us for fuller particulars and sample copies?

Address nearest office

Head Office: WINNIPEG, MAN.

Toronto, Ont., 53 Yonge St. | **Montreal, Que., Gardenvale P.O.** | **Moncton, New Brunswick**

New York, N.Y., 1478 Broadway

Members A.B.C. *Published Every Wednesday*

The
United Farmers' Guide

Leads in the Maritime Farm Paper field in the two essentials required by the advertiser.

(1) **Quantity of circulation — based on the A.B.C. Audit.**

(2) **Quality of circulation—based on reader ownership.**

And the fact that these are recognized by advertisers is proven by the fact that it leads in the volume of advertising carried.

The United Farmers' Guide

Published on the 1st and 15th of each month

Editorial and Business Offices MONCTON, N.B.

Printed at GARDENVALE, QUE.

Branch Offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg
1478 Broadway, New York

MEMBERS OF A.B.C.

"In the Land of Evangeline"

ing, "because any chap who's any good at all can look after himself during the day."

One manufacturer, and he is a type of many, said "If we begin to advertise, we'll have to keep on with it," as if this would be a sort of calamity. So ignorant are some good persons about the functions of advertising.

In talking with prospects, we say to them, "you don't or shouldn't pay the cost of your advertising; the public, the consumer, must pay this cost. You must add to your price a percentage to cover your selling costs; that is, selling costs don't come out of *your* profits, but out of the pockets of your customers. So why worry over the cost of the advertising, or why bemoan the probability of your having to continue advertising year after year?"

It is necessary, we find, in talking over advertising with beginners to give them a great deal of primary instruction, but they learn slowly and timidly.

The Obstruction of the Wholesaler

One had contact with the great darkness of many manufacturers' minds if and when one talked with exhibitors at the recent British Industries Fair (February—March), held in London. There I talked with a dozen or more manufacturers, or their representatives, of pottery, leather goods, stationery, cutlery, electroplate, watches, clocks, jewellery, furniture; and almost every man jack of them said to me, with an air of weariness and pity, "Yes, but we sell only to the wholesaler." They said these stupid words with a great contentment, almost with pride.

At this Fair one saw truly magnificent British-made merchandise unbranded, and one learned that it was sold only to the wholesale trade. I put forward the proposition that the greatest obstacle in the way of the prosperity and progress of many a British manufacturer is his failure to make his good identifiable by his own name and mark, and to make them known to, trusted, accepted and wanted by the final buyer, the consumer.

One sees these enslaved manufacturers selling to the nearest buyer, the wholesaler, and abandoning their goods at this point, leaving the further stages of their selling to listless salesmen, to face the competition of goods of the same sort sold direct to the retailer, and wanted by the consumer because of confidence in them established by consumer-advertising.

Manufacturers who sell only to the wholesaler deny the value of salesmanship and of salesmen.

In Great Britain 50,000 manufacturers of opaque understandings need education, but a majority of them will be dead, or their educators will be, before the light has penetrated into their darkened and closed minds, to energize them. However, the outlook is not hopeless, for a new generation succeeds the decaying one, and carries on.

The Net Sales Campaign

The London *Daily Mail* has wearied of carrying its own baby, and has induced the Association of British Advertising Agents to become its foster parent. This baby is the Net Sales Campaign concerning which I wrote in a recent issue of "Marketing."

It is believed that the A.B.A.A. was quite eager to acquire the baby, and the practically certain thing is that there will be formed in this country a body analagous to the Audit Bureau of Circulations. The A.B.C. of America is not regarded as capable of immediate translation into Great Britain; but whether this view is intelligent, or based on Fear and Doubt, I do not know. In Canada, the A.B.C. was declared in the days of its introduction to be inapplicable—this by publishers; yet the "our-case-is-different" attitude yielded when stubborn minds could not offer a better substitute.

In Great Britain the main thing is the firm purpose to obtain audited circulations from all publishers. It is understood that many publishers are ready to give audited circulation statements to the A.B.A.A., but were violently and profanely opposed to giving them to the London *Daily Mail*.

The Publisher's Graveyard

Twice or thrice I have referred in my letters to *Eve* and *The Times Woman's Supplement*. I said that *Eve*, not yet two years old, was doing well. It has now absorbed *The Lady's Pictorial* and the *Times Woman's Supplement*. This last-named publication was a Northcliffe production. Its passing proves that the highest publishing genius can at times make mistakes.

In London *The Globe*, of honourable history, has succumbed by absorption by the *Pall Mall Gazette*. In the provinces mergers and extinctions are quite common. Yet one hears rumours of new publications, one of them to be a new London daily, to be a party organ. I do not expect to see the birth of

The Farm Family Paper For Fifty-Five Years

Every qualification needed in an effective rural advertising medium is found in this publication.

1866 *1921*

LONDON, CANADA

Born and Grown with the Dominion of Canada

It is a farmer's paper first, last, and all the time

Having on its mailing lists the names of the majority of the thriftiest and most enterprising farmers in Ontario and Eastern Canada, possessing a reader confidence of over fifty-five years' standing and going every week into more than 30,000 farm homes that have many needs and the wherewith to supply them, all combines to make The Farmers' Advocate a real result-getter. The largest advertisers have found it has paid them to keep in touch with the class of farmers that we reach.

The rate of 35c. per line or about 1c. per line per thousand of circulation should appeal to you as a very moderate one indeed, especially when you consider the reputation of this journal which has never adopted any strong-arm methods to obtain or hold its circulation.

We shall be pleased to furnish any further information upon request

THE WILLIAM WELD COMPANY, LIMITED
Member A.B.C. Since Start
London, Canada
Publishers

The Farmer's Advocate and Home Magazine

"The Paper With a Purpose"

Among Canadian Farm Papers

there are few which have a record of service in their field equal to that of The Maritime Farmer.

The good-will and confidence of farming communities is not quickly nor easily won—yet that is what makes a journal most valuable as an advertising medium.

The

Maritime Farmer

has been promoting the interests of farmers in New Brunswick, Nova Scotia and Prince Edward Island—Canada's old-established Eastern provinces—for more than twenty-five years.

And it is still the only-farm journal published in the East.

Well-printed, well-edited, well-regarded—and still, as for so many years, the reliance of the leading advertisers to reach the Maritime farm field.

Published Fortnightly
Circulation, 13,800
Rate, 10 cents a line

The
Maritime Farmer
Sussex, New Brunswick

a new London daily. What is more probable is the purchase of an existing daily, of good traditions, but of feeble legs.

"Marketing" in London

One day while seated in the office of an advertising manager in premises situate in Godliman Street, a name reminiscent of London's far past, I saw a copy of "Marketing." It gave me a very pleasing thrill to see it, and I wondered how it came to be there.

This advertising manager is a young man who reads "Marketing," *Printer's Ink*, and other transatlantic merchandising publications, with genuine zest. He showed me a most sumptuous volume, one of a set of ten, the collected writings of Elbert Hubbard, produced by the Roycrofters.

Another reader of "Marketing," and of my letters, is a man at the head of a firm which spent last year £50,000 in advertising. When I met him as a possible client of the agency to which I am attached; and when he informed me of his prior knowledge of me, I began to fear—I wondered what I had written that might have offended him. On the assumption that British readers of "Markering" were few, I have not let myself be bound by any thoughts of British readers' dislike of what I might write. But if "Marketing's" circulation in this country extends to clients of the agency employing me, then I may have to be very careful. Yet I have to say that my esteem of a man rises when I learn that he is a reader of "Marketing."

Agencies for Canada

A year or more ago several men in Canada wrote me concerning the chances of getting British agencies for Canada. I had to reply to them then that because British exporters were heavily oversold, they were very deaf to canvasses made by Canadian manufacturers' agents. I may say to these correspondents and to others that to-day things are wholly different. British manufacturers would welcome even an application from a would-be representative located in the island of Yap. But they are canny and want to be shown. My suggestion is that the men who want British agencies should come to this country, and canvass in person.

If and when they come they ought to be able to show the British manufacturer that they can and will—not merely hope to—sell his product, and this nationally.

Men just beginning may be able to cajole firms into giving them agencies, but those who will get the really worth while agencies are those who can measure up to a firm's reasonable requirements, and give it a service worth something.

* * *

"A Bargain in Ocean Products" is the striking heading of an advertisement for British Columbia canned fish which appeared in western papers recently above the signature of the Gosse-Millerd Packing Co., Vancouver. The campaign is being placed by A. J. Massie Ltd. Another large advertisement for B. C. fish was recently placed in western papers by J. J. Gibbons Ltd., Winnipeg office, for the Vancouver Island Fish Co., Nanaimo.

* * *

The plant formerly operated by the St. Catharines *Evening Journal* has been removed to Niagara Falls, N.Y., where it is to be used to publish an italian newspaper.

* * *

Hardware and Metal reports that the Gillette Safety Razor Company has adopted an adjustment policy in connection with the marketing of its new razor, which protects the dealer on his present stock of the older design. The dealer sends in an inventory of the former standard Gillettes on hand, and he is sent an equal number of the new improved razors, together with a credit note giving a rebate on the ones in stock.

* * *

Paul S. Armstrong has been appointed advertising manager of the California Fruit Growers' Exchange, Los Angeles, succeeding Don Francisco.

* * *

Toronto as Industrial Centre Being Advertised in States

Thirty thousand manufacturers in the United States are on the mailing list of a direct advertising campaign which is being launched by Mr. E. L. Cousins, Department of Industries Commissioner for the City of Toronto. The campaign consists of ten pamphlets, each setting forth one feature of Toronto's superiority as an industrial site. The Department of Industries is now housed in an office at 145 Bay Street.

* * *

The Second Annual Convention of the Purchasing Agents' Association of Canada will be held in Toronto on May 14th, at the King Edward Hotel. Every purchasing agent, whether a member or not of any of the associations now formed, is cordially invited to attend. Matters vital to every industrial company and purchasing agents will be discussed. This Association is doing a splendid work in assisting Canadian industry by fostering Canadian buying and boosting the "Made-in-Canada" campaign.

* * *

E. D. Reed has resigned as advertising director for the F. F. Dalley Corporation, Hamilton, to take charge of stock feed sales and advertising for the Andrew Motherwell Co., with headquarters at Dundas, Ont.

* * *

G. R. Shibley, formerly connected with the Canadian Newspaper Service of Hamilton, has purchased the *Palmerston Spectator* from H. E. Bywater.

BRITISH COLUMBIA—

The Only Farm Field Completely Covered by ONE MEDIUM—

FARM *and* HOME

This great territory put right into your mit—

An $85,000,000 market—Rural B.C. —that needs your goods!

See How FARM and HOME Leads Canada:—

	Jan. 1921	Jan. 1920	Gain	Loss
Farm and Home	**43,496**	**34,191**	**9,306**	.....
Farm and Ranch Review	22,297	34,292	.....	11,995
Nor'-West Farmer	30,093	43,791	.....	13,698
Ottawa Farm Journal	59,199	86,689	.....	27,490
Grain Grower's Guide	46,669	66,713	.....	20,044
Canadian Countryman	36,234	45,690	.....	9,456
Farmer's Advocate (Winnipeg)	30,944	45,608	.....	14,664
Farmer's Advocate (London)	38,428	56,202	.....	17,774
Farmer's Magazine	18,002	28,800	.....	10,798
Maritime Farmer	16,320	20,975	.....	4,655
Farm & Dairy	12,567	33,930	.....	21,363

—*"Marketing" February 15th issue*

Exclusive Field—No Duplication—No Waste
Over 25,000 Circulation. A.B.C.

Further Information from

F. W. Thompson, 100 King Street W., TORONTO
F. Calder, 22 St. John Street, MONTREAL
Gilman, Nicoll & Ruthman, World Building, NEW YORK
C. W. Wallis, 1243 First National Bank Building, CHICAGO

and Service Dept. FARM and HOME, 137 Pender St. W., Vancouver, B.C.

Advertising

to be effective must reach the people. If it does not, it is useless and its cost a dead loss.

Knowing this, and that the local daily newspaper is the only medium which thoroughly and promptly reaches customers, and prospective customers, local merchants everywhere use the local newspapers of the city in which they do business.

The manufacturer's products are sold by the local merchants, and the manufacturers co-operation by advertising in the local papers the merchants use, cannot but be effective and profitable to both.

The only daily paper published in St. Thomas and Elgin County.

The
St. Thomas
Times-Journal

Circulation over 9,000 Daily

Population of territory 50,000

Ignorance of Canada Displayed in U.S. Advertising Copy

Extract from an address to the Cleveland, Ohio, Advertising Club

By L. J. CUNNIFF

An address which fairly bristled with enlightening facts and figures about Canada was delivered on April 1st by Mr. L. J. Cunniff, manager of H. K. McCann Co., Ltd., Toronto, before the Ad. Club of Cleveland, Ohio.

Among a great number of other things Mr. Cunniff took up in a very illuminating manner the variances between Canada and the United States, which make a great deal of copy for U.S. advertisers in Canadian publications unintelligible or unpalatable. He cited a number of flagrant errors due to differences of speech and custom in the two countries, notably among which were the instances of an advertisement illustrating a stalk of corn with the caption, "Canada's Leading Crop," and a Fourth of July advertisement, headed, "A Second Declaration of Independence," in which the Stars and Stripes had been mortised out and replaced by the Union Jack.

The speaker quoted another instance of an ad. which recently appeared in one of the large Canadian trade papers. "This ad.," he said, "invited Canadian dealers to stock up with the product advertised because of the splendid advertising campaign running in the publications listed in a panel at the top of the advertisements. All of these publications are United States publications. Some of them have considerable circulation in Canada. Some of them have no circulation at all. At the time the ad. appeared the product was being advertised in four or five good Canadian consumer publications. The names of these should have been used instead of the United States list."

Another aspect of merchandizing in Canada which is largely ignored, not only by United States manufacturers, but also by many Canadian advertisers, is the fact that one-third of the population in the Dominion is French-speaking.

"It is true," said Mr. Cunniff, "that many of these people also speak and read English, but French is their mother tongue. French is the language they use most. It is the one they think in and it is the one in which they buy.

"Two million five hundred of our three million French people live in the Province of Quebec. Quebec is our largest province. Her area is 706,653 square miles. Eighteen per cent., almost one-fifth of the Dominion, lies within her borders. . . . Surely anyone remembering these facts will agree that how best to reach the French population is a factor to be considered in connection with any Canadian advertising, and one to be specially considered in connection with a campaign to cover the Province of Quebec. Yet in some instances it receives little, if any, attention.

"One of the big motor companies is now running a series of nice large advertisements both in Canada and in the United States. Statistics show that the French people in the Province of Quebec buy about four cars of the class advertised in this series for every one car bought by the English-speaking people of the same province. Notwithstanding this, this big company had failed to include a single French publication in its list of Canadian advertising mediums."

In reviewing the magazine situation, Mr. Cunniff said: "Many United States publications, especially your large magazines, have considerable circulation in Canada. It is hard to say just what value these Canadian circulations have from an advertising standpoint. I think the average Canadian reads your magazines for just what they are—magazines produced in a foreign country. I know they are read very much less critically than we read our own publications. You can say things in the columns of your magazines and we will pass them without comment, because we know statements or assertions are not primarily intended for us. Make these statements in our own Canadian publications and you will usually get plenty of reaction of the wrong kind.

"As long as U.S. publications are published on this side of the line they will undoubtedly continue to contain many things which do not read any too well in Canada. It is not likely that the two countries will ever see "eye to eye" on all questions.

"Even if publishers were to try to produce magazines to please the people of Canada, they would fail. They do not know enough about us. They do not think enough about us. You can't live in the United States and write magazines for Canada, any more than you can live over her and write ads. for Canada.

"It seems to me that if I were a manufacturer over here I would not rely too much on the value of the circulations of United States magazines in Canada to build goodwill or create sales prospects for my products. I would take out Canadian citizenship for my products by advertising in Canadian publications. I would, however, be very careful to see that nothing which might be offensive, meaningless or objectionable in Canada went into the advertisements which I prepared for the large United States publications.

"I would talk more about the international merits of my products and probably less about their U.S. fitness or origin than some firms do. Then, too, I would be careful to ask prospective Canadian purchasers to write to a Canadian address for the sample or the booklet, and I would prominently display the names and addresses of my Canadian distributors or the address of my Canadian branch."

* * *

Union Bank's Advertising Dept. has Moved to West

The statistical and advertising departments of the Union Bank of Canada, formerly housed with the main Toronto branch, have been removed to the headquarters office in Winnipeg. Mr. J. H. Hodgins, advertising manager, left for the West the last week in April. Advertising for all papers in Canada will now be handled through McKim's Winnipeg branch.

Plus Value in Ottawa for National Advertisers

¶ No city of its size in Canada can vie with the Capital in the volume and effectiveness of the Local Retail Store advertising carried in its two great dailies.

¶ The merchants of Ottawa have, long since, learned the value of the National Advertisers' Publicity.

¶ Their appreciation is evidenced to a marked degree by their liberal use of advertising space in the local newspapers, and by their co-operation in the form of window and counter displays.

¶ Back of their efforts is the whole-hearted support of the splendidly-equipped Promotion and Service departments of the Ottawa Dailies.

¶ Many National Advertisers have availed themselves of the Service these Departments are prepared to render, and have found them perfect connecting links between themselves and local merchants.

¶ Correspondence from any firm who plans to enter the Ottawa field is invited.

¶ The fullest information on local conditions and possibilities is always available.

Address the Service Dept. of either of the

Ottawa Daily Newspapers

The Morning Journal
The Evening Journal

The Morning Citizen
The Evening Citizen

VALUE

Of What Does it Consist?

Before you place an order with your engineers, or your builders, or your printer, or any of the hundred and one people, whose service renders it possible for you to serve the public, you satisfy yourself that the man selected is in a position to render the best service.

Are you as particular with your advertising? Do you ask for the maximum of quality in circulation? Do you make sure your advertisement will appear in unquestionable company? Do you *know* that the mediums you employ cover completely their especial fields—and enjoy the confidence of the readers.

Value in advertising is getting the *Right* circulation for the *Right* price.

For 30 years *The Farmers' Sun* has been read attentively by the farmers of Ontario, and during that time has fought their agricultural fights. *The Sun* is actually owned by the men who till the soil, and its circulation of

40,000 A.B.C.

gives you the kind of circulation you are seeking.

Half the business battle is making the right article, the other half is in the bringing it before the people for whom it is intended. If you have the right article to advertise The Farmers' Sun will bring it before the people.

40,000 A.B.C. circulation. The largest circulated farm paper in Ontario.

Ask your agency's advice

The
Farmers'
Sun

299 Queen St. West
TORONTO

Member A.B.C.

Atlanta Convention Programme Nears Completion

A bulletin from the New York headquarters of the Associated Advertising Clubs of the World announces the headline events for the World's Advertising Convention, to be held at Atlanta, Georgia, June 12th to 16th.

The keynote will be struck by an opening address, Sunday afternoon, on "Business Morality—the Cornerstone of Prosperity," for Irvin F. Paschall, Chairman of the Associated Advertising Clubs' Programme Committee, recognizes that business needs to-day primarily a fresh grip on the old-fashioned virtues of honesty and square dealing.

On Monday morning the business of the Convention will start off with the "Let's Go" Session, the session in which world leaders in business and advertising fields will contribute their best thought on the outstanding problem of the present time—how to get business moving and how to get it moving toward permanent prosperity.

What promises to be the greatest display of American and foreign advertising yet assembled at these conventions has been arranged for Tuesday evening, June 14th, by Charles H. Mackintosh, Chairman of the Association's Exhibit and Educational Committees. Mr. Mackintosh, the bulletin states, will gather for this exhibit the best products of advertising skill not only in America, but from all leading countries of Europe, South America and the Orient.

At the second big general session, scheduled for the closing day of the convention, and called, aptly, the "How It Works" Session, the Service of Advertising and the Power of Honest Advertising to Build Business, will be dealt with in addresses full of vital information not only to advertising professionals, but to all business men and women interested in learning the way to better profits.

The convention will close on Thursday afternoon with an open session devoted to Association business, including the election of officers and the ratification of the 1922 Convention city.

Non-members are welcome to enjoy the benefits of this convention on equal terms with members. All business men and women are invited. The railroads have granted a special rate of a fare and a half for the round trip to Atlanta, and identification certificates therefor may be secured from the Atlanta Advertising Club or from P. S. Flores, General Manager, 110 West 40th Street, New York.

* * *

Want Posters Censored in Great Britain

Great Britain is considering the appointment of an official censor of posters, to prevent the streets from being disfigured by inartistic billboards. Robert Anning Bell, Professor of Design at the South Kensington College of Art, is one of the supporters of the movement, and he takes the attitude that "posters are the poor man's picture gallery." His viewpoint is apparently similar to that of Joseph Pennell, who recently lectured on the subject in America.

* * *

Findlay Bros. Co., Ltd., are entering the advertising field for the first time with a campaign in farm publications, featuring Findlay Pipeless Furnaces. The copy is placed by the Montreal office of Smith, Denne & Moore, Ltd.

* * *

Chocolate Advertising going to the Dogs?

A glance at the new poster for Neilson's chocolate bars prompts the question: "Do the Neilson people conceive it a good argument for their chocolates that a dog will stand for them?"

The poster depicts a flaxen-haired infant holding up a partly-sucked chocolate bar, while at his side is a terrier standing on his hind legs "begging" for a lick. This "human-interest" style of illustration may have its value as a compeller of attention, but it is doubtful whether this association of animals with foodstuffs adds anything to the appetite appeal.

* * *

Contracts for Goodyear's spring campaign are being sent out to a list of farm papers by the Baker Advertising Agency, Ltd.

British Industry Considering Branches in Canada

An investigation is being pursued in England as to the advisability of adopting the policy, common among United States manufacturers, of establishing branches in Canada. The London *Statist* reviews the arguments pro and con. Questions of tariff and wage levels are the main factors in the situation, which is receiving closer attention just now in Great Britain than at any time in the last five years.

* * *

The Toronto Kiwanis Club is to make a serious attempt to have the Kiwanis International Convention held in Toronto in 1922.

* * *

"Put Canada on Wheels." is the heading of an unusual type of advertisement carried by newspapers for Willys-Overland, Ltd. Five thousand dollars is offered in prizes for the best letters on "What My Car Means To Me." Any Canadian motorist, regardless of the make of car he operates, can compete. The rewards are large enough to attract a great deal of attention, and no doubt the Overland people will profit by planting the Overland idea in the minds of many motorists who now operate some other make.

* * *

Harold Seddon, Canadian sales representative for Lea and Perrins, will shortly leave for England to take up duties at the head office of the firm in Worcester. The Canadian office which has been in Montreal for some years, will be moved to the C.P.R. building, Toronto, and will be in charge of Mr. Lloyd.

* * *

Arthur Crumrine's Chicago office has secured the account of the Sarnia Fence Co. Ltd.

Tractor Sales Doubled in Three Years

Investigation shows that sales of tractors to Western Canadian farmers doubled between the years 1917 and 1920. In 1920 a total of 10,279 tractors were purchased in Manitoba, Saskatchewan and Alberta, and it is estimated that there are now 33,000 in use in these provinces, where the average period of operation is 109 days a year.

According to opinions expressed by subscribers to the *Nor'-West Farmer*, which paper has just published an analysis of the Western Canadian Tractor Market, including the figures quoted above, the most desirable size of tractor for use in the west runs from 10 to 30 h.p.

✣ ✣ ✣

Copy is already running in some publications for Scarfe & Company, Ltd., Brantford, Ont., manufacturers of shellacs and varnishes, who have recently placed their advertising in the hands of the Federal Advertising Agency, Ltd., London.

✣ ✣ ✣

The Aetna (Fire) Insurance Company has commenced a campaign in Canadian publications, using two-column copy of a serial character, with quaint illustrations in silhouette. The business is being placed directly from the firm's head office in Hartford, Conn.

✣ ✣ ✣

Another addition to the sheaf of house-organs now being published in Canada issued its premiere number in April. It is published by the Dominion Oilcloth & Linoleum Co., Ltd., Montreal, and is called *Linograms*. It abounds with advice and helps for the dealer, and is attractively printed in two colors.

✣ ✣ ✣

"A Campaign to Protect You in Buying Your Watch" is the explicit title of the first advertisement of a new series for Waltham. The copy is almost quarter-page size in newspapers.

✣ ✣ ✣

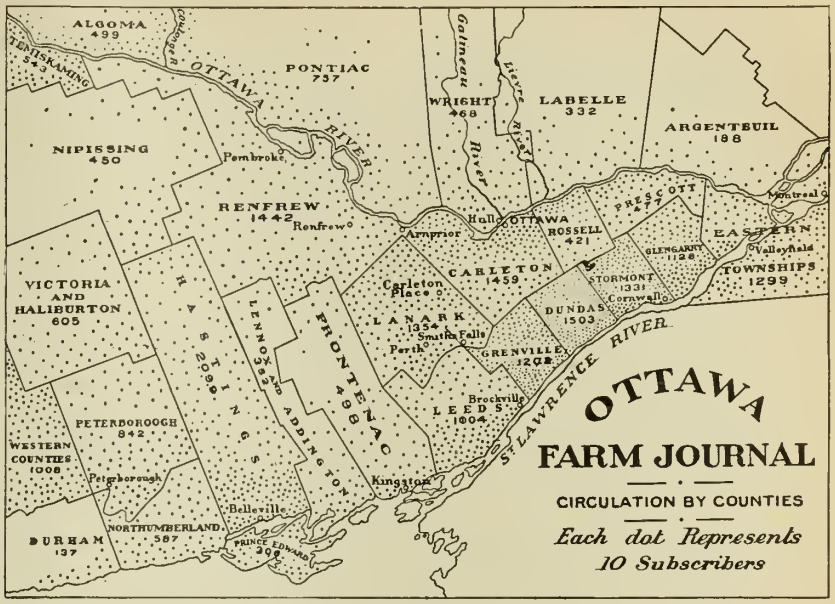
Quarter-page space is being used in Canadian newspapers by the Motorcycle and Allied Trades Association. The first advertisement was based on the "fear idea," and showed policemen arriving on the scene of a burglary on motorcycles. The business is being placed by the J. D. Bates' Advertising Agency, Springfield, Mass.

✣ ✣ ✣

Among the publications bulletined as having taken out memberships in the A. B. C. are the following Canadian publications: *The Christian Guardian*, Toronto; the *United Farmers' Guide*, Moncton; *Le Bulletin des Agriculteurs*, Montreal, and the *Brockville Recorder and Times*. The James Fisher Co., Ltd., Toronto, is also announced as admitted to membership.

✣ ✣ ✣

Haviland H. Nash has left the advertising staff of *The London Advertiser* to become manager of the advertising department of Appliances, Limited, Toronto, who handle a number of electrical lines, including the Blue Bird clothes washer, manufactured at Brantford. A national advertising campaign, using newspapers and trade journals, will shortly be launched under Mr. Nash's direction.



VISUALISING

the Circulation of the

Ottawa Farm Journal

of nearly

25,000

per issue

Peculiarly valuable because so remarkably concentrated. In the Great Central Dairy Belt, shown above, comprising the 17 Counties of Eastern Ontario and the English-speaking Counties of Western Quebec, THE OTTAWA FARM JOURNAL has a distribution *8,000 greater than any other Canadian Farm Paper.*

Average net paid circulation for months of January, February and March, 1921, 24,582

THE OTTAWA FARM JOURNAL

OTTAWA, (Member A.B.C.) **CANADA**

BRANCHES:

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

In fact, a greater proportion of the newspapers, magazines and farm papers in Canada are audited by the A.B.C. than in the United States, few publications of any account now refusing to permit such audit.

—*Marketing for April 15th*

The Maritime Provinces, more than ever before, are appealing to those with worth while goods to sell, because the Maritimes have money to spend and are not afraid to spend it.

St. John

Daily Telegraph

(*Morning*)

and

Evening Times-Star

(*Evening*)

represents one of the best advertising buys in all Canada, offering as the combination does more than 27,000 net daily (A.B.C.) at 6c. flat.

Let us send A.B.C. reports showing how little duplication exists one over the other.

Circulation Competition Getting Keen

During the late "lovely" war the belligerent tendencies of Canadian publishers were given a quietus. Costs were going up, and during an era of continual subscription-price increases the battle for additional circulation was not carried far into the enemy's country. This period appears to be pretty well over. The simultaneous advance in subscription rates put into effect by the *Free Press* and *Tribune*, of Winnipeg, on March 21st, probably marks the end of such increases.

Circulation wars and rumours of war are becoming noticeable already throughout the newspaper field. In Halifax the hostilities between the *Herald-Mail* and the *Chronicle-Echo* have developed into a thorough-going pitched battle. In Vancouver the *Sun* and *World* are fighting hard for second place. And in between these two coast cities, at the extreme ends of Canada, circulation efforts are again being put forth with renewed vigour by every worth-while publication.

In Toronto the race in the evening field favors the *Telegram* at present, who announce 107,000. The *Star* is making headway, however, and the probability of it overtaking its rival is arousing comment in newspaper circles. In the morning field there is much closer rivalry than formerly. The *Globe* has shown a circulation increase of approximately 15,000 in the last six months. Against this remarkable gain the *Mail and Empire* has recently been able to put into the balance such circulation as survived the demise of the *World*, whose subscription lists came into their possession with the purchase of that paper early in April.

A great deal of duplicated circulation has been eliminated by the removal of the *Telegram*, in Winnipeg, and the *World*, in Toronto, and while it is still too early to forecast the result in Toronto, the probabilities are that the *Globe* will secure a share of the former *World* subscribers, just as the *Free Press*, in Winnipeg, secured a share of the *Telegram* subscribers—in spite of the *Tribune's* purchase.

This dropping out of moribund papers enables the advertiser to solve the "coverage" problem with a great deal more ease and economy than formerly. It invariably leaves the stronger papers more firmly entrenched than ever. The advertiser gets complete coverage in fewer papers, and at less cost. It is probable that he will shortly get more circulation than was ever before procurable in Canada, for the reason that newspapers and farm journals are making efforts to offer circulation gains in justification of rate maintenance, when publishing costs show marked declines. These new subscriptions will be obtained at a much higher rate than was the case during the ante-bellum circulation drives, and, for that reason, will be more valuable to the advertiser.

The long-sighted manufacturer will forbear to press for reduced advertising rates if he sees Canadian publications improving in content and influence on account of the maintenance at a reasonably high level of advertising revenue.

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What is Agent's Function

Aspects of the true function of advertising agencies were given by W. B. Somerset, general manager of the A. McKim, Ltd., Advertising Agency, at the last luncheon of the Montreal Publicity Association. He particularly berated the tendency of some agencies soliciting business to over-color the service they would give the advertiser. Sometimes an advertiser received the impression from such concerns that all he had to do was to hand over his problems to them and await volumes of business. That was more than an agency could undertake. No one could know as much of his business as the advertiser himself, though he could reap considerable benefit by discussing problems with a live agency.

These wide promises had the tendency, said Mr. Somerset, to make publishers wonder whether commissions to agencies were not too high, since the agency could offer to do so much for the money. All the publisher paid a commission for was for the agency to do all it could to promote and extend business, as well as to prepare the advertising. Whatever services an agency gave outside that of caring for strictly advertising problems the advertiser should be willing to pay for. When it came to designing packages or considering how the advertiser's product should be put up, that was not the true business of the advertising agency.

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J. C. Kennedy, who recently left the staff of MARKETING, is now with the service department of the *Ottawa Citizen*.

Jewellers to run Co-operative Campaign in Fall

Montreal district members of the National Association of Jewellers of Canada recently held their first annual banquet since their formation eighteen months ago. J. W. Ryan, inspector of the Department of Trade and Commerce, gave an address on the need for keeping up the standard of gold and silver in Canadian-made jewellery, which in purity should equal that of Great Britain. Care should be taken that foreign goods not up to Canadian standards did not masquerade as Canadian manufacture.

Other speakers included C. Ellis, Thos. Roden, F. M. Learmonth, and A. L. Caron.

At an executive meeting of the association held earlier a vigorous publicity programme was decided on for next fall, with the slogan, "Gifts that last," to show the advantage of buying jewellery and goods of that character Canadian-made and reliable, as compared with much imported imitation jewellery or articles passing under the guise of gold and silver goods. By this campaign it is hoped both to encourage home industry and maintain the standard of quality in the trade.

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Federated Press, Limited, have purchased for $167,000 cash the Belgo Building on Bleury street, Montreal, below St. Catherine street. This structure, built in 1912, with eight storeys and basement, contains about 50,000 feet of floor space.

Observation of Magna Charta Day Endorsed in Canada

Boards of trade and a number of prominent men throughout Canada have endorsed a proposal which comes, curiously enough, from the United States, to make Magna Charta Day, June 15th, an annual commemoration day on the part of the seven English-speaking nations of the foundation of their liberties. It is not purposed to make the day a public holiday, but a day of observance in school and press and on public platforms of the anniversary of Magna Charta. The proposal is put forward by J. W. Hamilton, sales manager of Finch, Van Slyck & McConville, St. Paul, Minn., manufacturers of drygoods, rugs, etc.

* * *

Monday, April 18th, was one of Louis Balsam's busy days. At noon he addressed the Toronto branch of the Direct Mail Advertising Association, of which he is headquarters secretary, and in the evening he lectured before the Hamilton Ad. Club. Both addresses dealt with Better Business Letters, on which subject he is admittedly an expert.

* * *

The Hamilton club discussed the proposal to send 100 manufacturers and merchants from that city on a western tour in the summer with a special Made-in-Hamilton train.

* * *

A publicity appropriation of upwards of $1,000 has been approved by the British Society of Chemical Industries, the Montreal branch of which is this year holding the convention of the Society at the latter end of August. Harold J. Roast, chairman of the Publicity Committee, reports that considerable material for use in the United Kingdom has been prepared and sent across, while a publicity man has been appointed there to keep this side advised of the progress of preparations there. It is expected that there will be a big gathering here of chemical and industrial magnates from the Old Country and the United States, as well as from all over Canada, for this important convention, in which so many modern industries are vitally interested.

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An address of considerable interest on "Advertising and Purchasing Agent's Work" was given by W. J. Gosling before the annual meeting of the Montreal branch of the Industrial Business Men of Canada last week, with R. S. Spence in the chair.

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J. L. Asselin, general manager for the Singer Sewing Machine Co., has returned, with Mrs. Asselin, to Formosa, Japan, after a six months' vacation in Montreal. Mr. Asselin has been several years in the Orient, visiting India, China, Japan and other lands on business.

* * *

The past month saw the first issue of a new Canadian magazine, *The National Pictorial* succeeding *The Border Cities' Pictorial*. Geo. C. Hobbs is president and editor-in-chief, and John M. Hanson is secretary and business manger of the recognized company. The March issue contained 64 pages and cover, printed on excellent coated stock. The magazine is profusely illustrated with fine half-tones.

—your salesman in the Border Cities

(WINDSOR, WALKERVILLE, FORD, SANDWICH, OJIBWAY)

ONTARIO'S THIRD LARGEST MANU-FACTURING CENTRE

The progressive merchants of The Border Cities (Windor, Walkerville, Ford, Sandwich, Ojibway) are unanimous in their choice of The Border Cities Star as their most productive, least expensive salesman.

It really produces results; it is reliable, energetic, thorough—and holds the confidence of its readers. Not only does The Star go into every home in The Border Cities, but it has a wide circulation in the rich agricultural counties of Essex and Kent.

The character of our medium will sell your goods and the continuance of your advertising will keep them sold.

Circulation Over 18,000 Daily

The Border Cities Star

WINDSOR ONTARIO

W. F. HERMAN, *Proprietor*

Also The Saskatoon Daily Star and The Saskatoon Phoenix

FERTILE!

Your seed falls on fertile soil in Quebec when you advertise in

The Telegraph

ALWAYS!

Over One Quarter of Canada's Entire Population is Concentrated in the

PROVINCE OF QUEBEC

(85% of which is French-speaking)

Notwithstanding an higher advertising rate during 1920,

La Patrie

has published over 30,000 lines of advertising more than in 1919. This is proof that "LA PATRIE" is an excellent advertising medium to reach the French population of Quebec, which represents one-quarter of Canada's entire population.

"La Patrie" should not be overlooked by any advertiser who is determined to cover successfully the Province of Quebec.

Apply to any Advertising Agency for Rates and Circulation, or direct to the Advertising Manager.

"La Patrie" Pub. Co.
Limited
La Patrie Building MONTREAL

"LA PATRIE"
Is a Member of the Audit Bureau of Circulation

70%

of all the Foreign Advertising Done in Kingston in March, 1921, was done through The Medium of

The Daily
British Whig

Only A.B.C. Paper in Kingston

Better Results from Your Engraver

(*Continued from page 290*)

the colors in making the halftone negative, otherwise the results would be very disappointing. The brilliant reds and yellows would appear solid black in the reproduction, and the rich blues would appear as white. Green would reproduce dark and purple or violet would be grey. To correct this and obtain truer reproduction of color values reduced to black and white, negatives are made on Authorcromie plates which are manufactured especially for color work. Color filters are also used. These "Filters" are really various colored glass slides which are inserted before the lense of the camera during exposure.

In ordering halftone engravings careful attention should be given to copy, if best results are expected. A halftone is really a photograph reproduction, and the camera reproduces faithfully all beauty and defects of the original. The finger prints on your copy you imagined would not be noticed. is there alright and the crack in the photo that you hoped would disappear stands out like a sore thumb in the finished proof. A competent artist can work wonders with a poor photograph.

Retouching Needs Care

Speaking of art work on halftone copy—this work should only be entrusted to experienced retouchers. More harm than good can be done by an artist who does not know exactly what he is doing. For example, distemper, which is water color mixed with Chinese white and used by artists in retouching photographs is very deceiving to the eye. The very presence of white in the pigment seems to confuse the camera. Tones become lighter than intended. This is sometimes overcome by mixing a small quantity of sepia or burnt umber with the white and black, but at best it is a medium that should be used only by men who know the reproductive possibilities of the pigment.

When white is employed it should be clean white. White will become yellow from age and will reproduce unsatisfactorily.

Another point that causes trouble is in correct proportions. Arbitrary sizes are often marked on drawings or photographs that no engraver short of one with magic at his elbow and a rubber camera, could produce a plate according to instructions. Suppose a copy measures six inches by nine and one-half inches and a halftone is desired three by seven. The engraver can make it exactly three inches wide, but the depth will be off, or he can give you a seven-inch depth but the width will be wrong. Don't give arbitrary sizes and expect them to come out right in your finished plate unless you have accurately calculated them. The camera can only reproduce the proportionate sizes it is given.

While it is an advantage to furnish copy larger than the reproduction desired, there is also the danger of too great a reduction. The design that makes a handsome appearance in large size is often a great disappointment when it is engraved to small proportions. It is a case of too much detail in a space that will not stand it in the reduction.

As a general thing, copy for reproduction should not be much more than twice the size. There will be less chance for disillusionment.

Determine the Proper Screen

Before ordering halftones of any kind, the proper screen should be determined. This, of course, is governed by the kind of stock the plates are to be printed on. It is usually advisable to discuss this detail with your engraver who will be able to advise you in case of doubt. However, as a general formula the following rules may prove of value.

Halftones for newspapers are usually made of zinc. The 65 line screen is commonly used where the original engravings are to be stereotyped (as in the case of big city dailies printed on rotary presses), though where the newspaper is printed on flat bed presses direct from the type (as is common with country and small town newspapers) 85 or even 100 line screen may be employed with good effect. The coarser screens should only be used in printing on rough finished stock or the poorer grades of paper.

For high grade magazines, catalogues and booklets. halftones on copper with 133 and 150 screen can be used. In exceptional cases where much fine detail is to be shown, 175 or 200 line screen may be used to advantage. If the finer screens are employed only the best quality of coated paper should be considered, and the printing facilities should be of the best.

The 120 screen is generally used for publications printed on machine

finished papers. Most of the trade journals are in this class.

First class results are not generally obtained in printing halftones on bond stock, but if it is necessary to use them, your engraver should be advised and the plate can be specially etched to give the maximum results.

Last, but not least, is the element of time. Never order "Rush" engravings if you expect first class work. Good halftones are only made with painstaking care. If rush delivery is the most important factor, the quality must be sacrificed to satisfy this demand. Insist on quality in your engravings. Give your engraver time to do his work well and you are not likely to be disappointed in results.

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Painter of "His Master's Voice" Picture Given Annuity by Victor People

Francis Barraud, the artist who created the picture on which the Victor Talking Machine Company based their universally known trade-mark, has been awarded an annuity by the company in recognition of the commercial value of the picture to them. The canvas was painted twenty years ago as a study of a favorite terrier, and without thought of the subsequent use to which it was put. Mr. Barraud approached the Victor Company at the time for the loan of a brass horn, and this led to their purchase of the picture and its adoption as their trade-mark.

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A. W. Calendar, with headquarters at Toronto, has been added to the Canadian sales staff of the Torrington Electric Vacuum Cleaner organization. The announcement is also made that a new production unit for this concern has been established at Upper Bedford, near Montreal.

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Col. B. J. McCormick, general sales manager of the Canada Foundries and Forgings, Ltd., has resigned, and announcement is made that the office of general sales manager with this company has been abolished.

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Forty Vancouver merchants have been admitted to membership in the Local Advertisers' section of the Audit Bureau of Circulations.

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London Advertiser Moves

The Merchants Bank has purchased the premises now occupied by The London *Advertiser*, on Dundas Street. The newspaper has secured the Struthers Building, corner of York and Richmond Streets, and will make the move within the next sixty days.

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The Farmer's Advocate, Winnipeg, has just issued a new 24-page booklet on Western Canada, which contains a great deal of information concerning the farm field of the prairie provinces, brought up to 1920.

Advertising in Galt is Good

If this were not so we would not be able to show the increases below. Many newspapers' records show a small decrease in local advertising over that of the business obtained in 1920 but a glance at these figures will prove that Galt is not in that class.

	January	February	March
1921....	224,728 lines	199,836 lines	212,030 lines
1920....	176,078 "	158,249 "	173,096 "
Increase	**48,750**	**41,597**	**38,934**

The faith that the local merchants have in the merits of this paper as a profitable advertising medium for telling their message to the residents of South Waterloo is shown by the fact that every month since May 1920, the volume of local advertising carried has shown a large increase over the same month of the previous year.

If it is so profitable for the local merchant is it not, therefore, reasonable to believe that the national advertiser can find a like advantage in the same market? Get further facts from your nearest agency or from this office.

Galt Reporter Limited

GALT (Member A.B.C.) **ONTARIO**

U.S. Representative: GEO. B. DAVID CO., Inc., New York City

Quebec Province

East of Montreal

is a great, undeveloped market for advertised goods.

You can get splendid results from this big and prosperous territory, at minimum cost, by using.

Canada's Biggest French Morning Newspaper

AND

LE NOUVELLISTE

THREE RIVERS

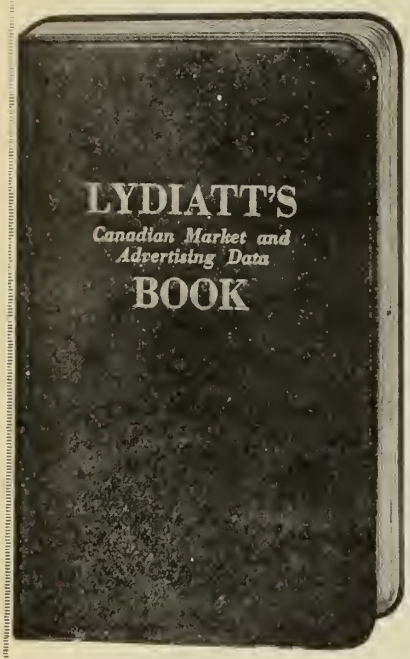
The only daily paper in St. Maurice Valley District.

A.B.C. Membership Accepted

General Advertising Office, 30 St. John Street, Montreal

WALTER J. HEALY, Advertising Director

Make Sure of Getting Your Copy



ORDER NOW!

The demand for the 1921 edition of Lydiatt's Book is much greater than ever before and threatens to exhaust the supply.

Only a limited number of copies is printed

If you have ever had Lydiatt's Book on your desk you won't want to go through 1921 without it.

Get yours at once and avoid the possibility of being unable to buy one later.

Enjoy twelve months use of it by ordering your copy now. Postpaid on receipt of the price, $5.00 a copy, from

W. A. Lydiatt, Publisher
53 Yonge St. Toronto, Can.

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Counsel Direct Mail Advertising Association

HOUSE organs, as an excellent method of marketing by mail, are coming more and more into the foreground. During the last several months, merchants who have cut many other forms of advertising to the bone, and who have gone so far as to reduce their selling forces, have gone almost to the opposite extreme in their house organs by making them better and bigger and cheerier than ever.

The United States Rubber Company is an excellent example. Its belief in house organs is so implicit that it publishes 23 different ones for its various departments—dealers, customers, etc.

Robert E. Ramsay, author of what is considered by experts to be the best house organ book ever written, holds that there are eight essentials for successfully editing house organs. These are:

(1) Knowledge of the house and its policies.
(2) Knowledge of the audience to be reached by the house organ.
(3) Knowledge of the actions and reactions of the human mind.
(4) Nose for news.
(5) An understanding of the advertising angle.
(6) Sales sense.
(7) Ability to edit.
(8) Visualization and ability to plan.

It is interesting to know that Mr. Ramsay considers ability to edit as one of the eight mighty important factors in the publishing of a house organ that will succeed.

* * *

Individualizing Your Articles

How to make each article stand on its own merits and attract the greatest possible sales has always been a big problem with concerns marketing more than one major item.

The Austin Machinery Company, of Chicago, is solving this problem in an unusually effective way. It has worked out a system of special catalogues of one type for each machine. In addition to this, every letterhead that reaches a customer, regarding one particular machine, is gotten up so that it matches the catalogue very closely.

The importance of this match-up, of course, is to make the reader feel that his individual needs have the centre of the stage. In other words, it relieves his mind from the confusion of a great many articles and gives him time to concentrate on the strong points of the particular machine in question.

"Too expensive," would be the natural cry of many dealers who would be asked to consider such a plan. The simple fact, though, that this plan of individualizing each article with a catalogue and letterheads has kept business up to the usual volume in unusual times, is sufficient answer to that mistaken attitude.

Collection Letter Evils

More harm has been done by the sending out of routine collection letters that could have been avoided than the average man thinks possible.

That is why the more progressive houses are taking the credit man into their confidence, especially on direct mail work. This is an excellent plan. Instead of sending unusually good direct mail literature to prospects, only to find that after they have bought that their credit is not good, houses that are awake to their opportunities are now submitting these lists to their credit men who O.K. prospects *before* the campaign is directed upon them.

This not only helps broaden the credit men's vision and understanding of selling and advertising, but saves a lot of ill-will and a lot of unnecessary work in the collection department. In an article to appear in this magazine soon the subject will be discussed further in detail.

* * *

Salesmen and Letters

One of the biggest sales managers in America makes it a point to see that everyone of his salesmen—over a hundred in number—receives a personal letter from him *every working day in the year.* When he first told me of this I naturally felt very skeptical, because it doesn't take much stretching of the imagination to realize the really many hours it takes to dictate a hundred letters. Of course, when he told me the secret—form paragraphs—the whole thing was immediately made clear.

This man, by the arrangement of an ingenious set of paragraphs—some 250 in number—can dictate a letter of the most individual type in less than a minute. His dictation to men in the field often runs something like this: "Henry Burns, Paragraph 6, Paragraph 4-L, $1,500.00, Paragraph 21."

This manager felt that the hum-drum, routine, pep letters sent out by so many firms to their salesmen received little or no attention. He then tried out actual personally-dictated letters, and found that they brought in immediate and enthusiastic results. He found, though, that it would take the better part of nine hours a day dictating these letters. Here was the dilemma. He knew the letters were doing a powerful lot of good: he also knew that he had other things to do than dictate letters. Result: Concentrated attention put on real, human, form paragraphs. To-day his men are a loyal and progressive group, kept happy and effective almost automatically!

* * *

Four-Page Circular Letters

In the last several months there has been quite a bit of interest aroused as to the advertising value of four-page circular letters which contain one blank page—the first for personal message, and three pages of advertising. It is the general

consensus of opinion now that the four-page circular letter has a very distinct place in the business world. A great deal, though, depends upon the message on the first page.

There have been numerous instances of where four-page circular letters, attractively printed on better than average paper, have fallen short of their mission because of the hum-drum routine, often negative impression created by the dictation on the first page. Sometimes these letters make one think of a colorless, brainless nobody, dressed up in unusually good taste, hoping to attract people to him because of his clothes. Naturally, as soon as he opens his mouth to say a few words people draw away from him or forget all about him.

Thus, in the four-page circular letter the dictated message often determines its success or failure. Given the right kind of letter, though, the other three pages are bound to do a lot of good, because they are then read with an interest that has been colored, and swayed by the dictated paragraphs introducing the printed matter.

* * *

Visualizing the Signature

In a recent issue of the *Mailbag* was discussed a very interesting idea involving the use of photographs of individuals as an aid to producing business. Several concerns have now adopted this idea, so that each time, a prominent executive, whose contact with the public is important, attaches a tiny picture, a little bigger than the ordinary sticker, to the letter directly above his signature.

This matter, of course, introduces a personal, intimate note that has often helped swing some of the biggest sales in this particular institution.

Other concerns bring about the same results by having pictures of the proprietor or the prominent executives placed in the centre of the letterhead at the top. This method, of course, is not nearly as personal or intimate, and often smacks of crudity. The same idea, reduced in smaller form and deliberately added above the signature, concentrates the personal element, and is proving decidedly successful.

* * *

Twenty Million Dead Letters Yearly

J. C. Koons, First Assistant Postmaster-General of the United States, said in a recent address that the careless manner in which mail is handled by the employes of the average institution results in more than twenty million letters reaching the dead-letter office each year.

In 1920 the cashable contents of these carelessly-addressed letters or carelessly-stamped messages aggregated over one million dollars.

When one considers the indirect loss of goodwill brought about by customers who, of course, are bound to resent failure to receive important letters, it is easy to see that a little training on the part of those employees that handle our mail would be decidedly worth while.

* * *

Pre-cancelled Stamps for Large Mailing

It seems that only a comparatively few concerns are waking up to the fact that pre-cancelled stamps can be purchased from the local postmaster. These stamps bear the cancellation mark of the local station, which means that they can be

FACTS ABOUT

OWEN SOUND

Owen Sound is the Business Centre of the Georgian Bay District.
Has large Steel and Iron, Furniture and Woodworking Industries, and a wide range of factories in other lines.
A prosperous city that is almost unaffected by the business depression.

"The Sun-Times"

Enters practically every home in the City and surrounding territory. Sworn average circulation for last year was 6,133 copies. "The Sun-Times" is published "Every-Other-Day" — Tuesday, Thursday and Saturday.

We Have Doubled Our Business in Three Years

The earnings of this company have reached a total slightly more than double that of 1918.

We are doing a much larger business than a year ago.

We are making a larger net profit than a year ago.

We are now running full time in every department in our day shift; have a permanent night staff in one department and are working overtime in one other department.

Our selling and editorial staffs have been materially extended and improved during the past year.

We have opened an office in Montreal with a regular member of our staff in charge.

Business is GOOD With Us

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

A Market Worth Winning

The richest province per capita in the Dominion, whose inhabitants are a hundred per cent. English-speaking—over 18,000 families, having the largest average bank-accounts in the world—such is the easily reached and easily held market of

Prince Edward Island

No other territory in the Dominion is so compact, so wealthy, or so easily penetrated. The Charlottetown Guardian and Examiner cover the field thoroughly. These two mediums are the only factors worthy of consideration by national advertisers.

Charlottetown

Guardian* and *Examiner

J. R. BURNETT, *Publisher* **Member A.B.C.**

WEST TORONTO PRINTING HOUSE

IT'S NOT SO MUCH THE PRICE YOU PAY AS THE SERVICE YOU GET THAT ULTIMATELY SATISFIES YOU. AT THE SAME TIME THAT IS NO ARGUMENT FOR "HIGH-PRICED" PRINTING. WHAT YOU REALLY WANT IS THE BEST OF SERVICE AT A REASONABLE PRICE. WE'RE HERE TO GIVE YOU JUST EXACTLY THAT.

West Toronto Printing House
1945 St. Clair Ave.
TORONTO

Help When You Need It

Direct-Mail Advertising is the seller's salvation in the buyer's market that now prevails.

THE MAILBAG
A Journal of Direct-Mail Advertising

is its recognized text-book. Its articles are "fact stories", written by men who have seen their ideas proved out. They tell you How, When and Where.

Send for sample copy or, better still, send $2.00 for a years subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2.00 per year, but please include 30c. exchange. Thank you.

immediately despatched to their particular destination without waiting to be handled in the local postoffice. For example, Sears, Roebuck & Company has a great deal of mail sent to Sioux City, Iowa, from its Chicago office. Instead of sending this mail directly to the postoffice in Chicago, where the stamps will then be cancelled and the mail despatched to Sioux City, it attaches pre-cancelled stamps, which eliminate the necessity of any handling in the Chicago office, so that the bags handling this mail can immediately be put aboard the cars for Sioux City, thereby saving several hours of time and energy.

* * *

Fifty Cents a Minute for Your Time

An unusually effective letter campaign was recently used by an automobile accessories dealer in the middle west. This campaign consisted of three letters, the second of which contained a bona fide dollar bill pasted to the letter itself in the upper left hand corner. Directly underneath the dollar was this sentence: "In order to play absolutely square with you, here is a dollar bill to pay you for the time it would take to read this letter—two minutes." The letter then went on to say that there were absolutely no strings tied to the dollar, but that the reader could keep it if he would take time enough to give the letter a careful, thorough reading. Of the 500 letters sent out, over 400 men came into this particular dealer's establishment, most of them curious to find out how he could afford to do it. Of this number, 150 made purchases aggregating $27.00 each. One hundred and seventy-five returned the dollar bill very cheerfully, with the assurance that they would be glad to keep this particular dealer in mind when they needed anything in this line.

The campaign attracted State-wide attention, got a lot of publicity in the newspapers, and cost the dealer a little over $175.00, but this money was much more than repaid on account of the number of orders he took in, whose profits more than made up for the expenditure: and second, by the unusual amount of advertising it secured him.

The plan has been tried in several guises heretofore, but usually the dollar enclosed was in the form of a cheque that could be used in part payment for anything purchased in the store.

* * *

Garment Makers Want to Link Up With International

A delegation from the Canadian Association of Garment Manufacturers will attend the 24th annual convention of the International Association of Garment Manufacturers, to be held at the Hotel Winton, Cleveland, May 10-13. It is believed that the Canadian delegation will be empowered to seek amalgamation with the International body with a view to developing uniform cost-finding practices.

* * *

C. W. Northcott, formerly western sales manager of the Goold-Shapely & Muir Co., Ltd., at Regina, has been appointed general sales manager for Canada, with headquarters at Brantford. It is further announced that the company's advertising throughout Canada will now be placed by McConnell & Ferguson, who have been handling the western end of the business for some time.

British Fight for Control of Circulation Audit

The establishment of something akin to the Audit Bureau of Circulations in Great Britain is causing a great deal of anxiety among the three main factors in the situation—the advertisers, the agencies, and the publishers. In the last issue of MARKETING it was intimated that the Association of British Advertising Agents were going ahead with the organization of a bureau to handle publishers' net sales certificates. It now appears that the Incorporated Society of British Advertisers, formerly known as the Advertisers' Protective Society, is also endeavoring to assume responsibility for a national audit of publications, and has taken preliminary steps toward the formation of a British Board of Advertising Control, which is intended to function in much the same manner as the A.B.C.

In addition to these two bodies there is a third party in the field—the publishers themselves—who have recently come to regard with jealousy the preparations under way in other quarters to audit their records. The voluntary and active co-operation of all three interests is being urged by the British trade press, which advocates a Bureau of Circulations controlled by a conciliation board which will adequately represent all the factors in the advertising field.

* * *

The Canada Cycle and Motor Company, Limited, has recently started an extensive campaign in the dailies and country weeklies, covering Canada from coast to coast. The advertising has been prepared and placed by the James Fisher Co., Ltd.

* * *

R. K. McIntosh, who has been manager of the Battle Creek Toasted Corn Flake Co., of London, for the past five years, has become general manager for Canada of the Canadian Postum Cereal Company, with headquarters at Toronto.

* * *

An advertisement in the April 20th issue of *Druggists' Weekly* for the Auto Strop Razor states that 577 Canadian publications carried the 1920 campaign for that product, and announces that there will be no let-up in the 1921 advertising appropriation. A larger amount of dealers' helps, in the shape of window displays, booklets, demonstrations, etc., will be used this year than ever before.

* * *

The advertising managers of the companies comprising the United States National Automobile Chamber of Commerce will hold a meeting at Detroit on Friday, May 6th, to plan further co-operation between the educational departments of the Chamber and the advertising departments of the member companies.

* * *

Trade papers are carrying a double spread for the Gillette Safety Razor, announcing the commencement of a national advertising campaign and a number of new improvements in the razor which were patented last year.

* * *

A reply to an advertisement published in the *Harmsworth Magazine*, 21 years ago, has recently been received by Edwards' Harlene, the well-known British manufacturers of preparations for the hair.

Extension of Contracts Not Permitted by Toronto Globe

MARKETING wishes to correct an inaccurate and misleading statement which occurred on page 260 of the April 15th issue. In referring to the Toronto *Globe's* revision of advertising rates one publisher was quoted as pointing out:

> "that the announced increase actually affected but few of the *Globe's* advertisers, since all of them had an opportunity of entering contracts for a twelve month's period before the increased rates became effective, and doubtless most of them took advantage of it."

The facts are that the *Globe* accepted contracts at rates in effect prior to February 1st *only* from new advertisers, or from advertisers whose contracts expired *as to time* on or before January 31st, 1921—providing contracts were received on or before that date. *No cancellations of contracts which had not expired as to time were permitted.*

The new rate applied on new contracts received after January 31st, and on renewal contracts received after January 31st, whether the expiry date was before or subsequent to that date.

In view of the fact that extensions of existing uncompleted contracts were not permitted the inaccuracy of the statements referred to was an injustice to the *Globe* which MARKETING regrets.

✣ ✣ ✣

H. B. Kirby has been appointed manager of the John Martin Paper Co., Ltd., at Calgary.

IS IT CONNECTED?

YOUR advertising should be closely connected with both your Dealers and Sales Force, to secure the best results. Practical experience in Successful Advertising and Merchandising, has taught me the resultful methods. You may obtain a portion of my time in your office to do this necessary and important Link up Work.

FREDERICK M. HAHN
931 College St. : : Toronto
Telephone College 7894

Toronto Residential Mailing Lists

Every Home—A Telephone User!
Classified according to telephone exchanges and arranged in street order.
Sellers Agency. 100 King St. West TORONTO

Western Construction Data

'Western Construction Data' is published on the 1st and 15th of each month at Winnipeg. It is devoted to the construction industry of Western Canada, and is read by the leading architects, engineers, contractors, builders, supply dealers, etc., in the territory comprising Western Ontario, Manitoba, Saskatchewan, Alberta and British Columbia.

Sample copy and advertising rates sent on request

Jackson Trade Publishing Company
WINNIPEG VANCOUVER

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

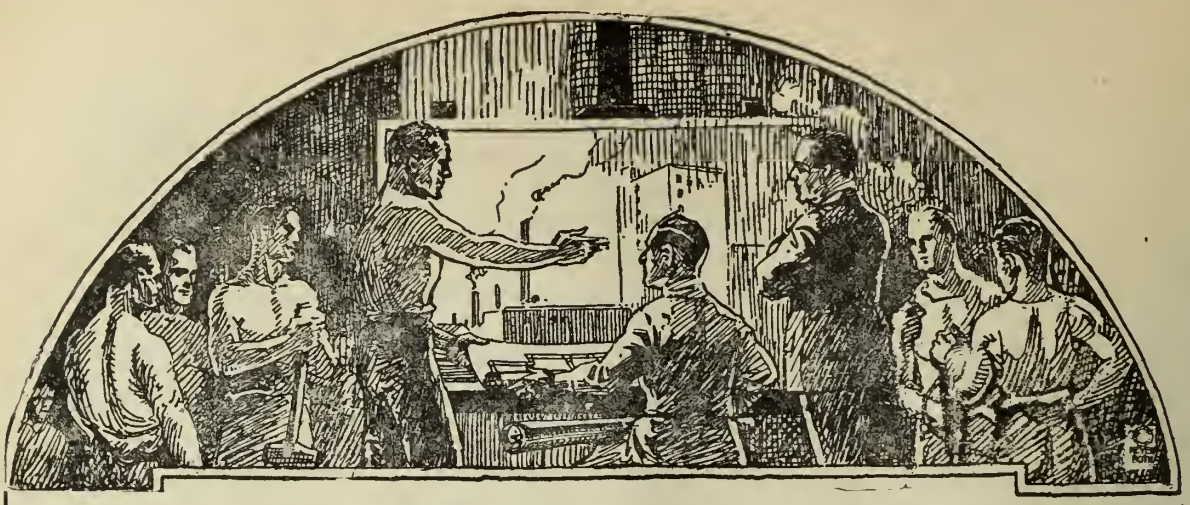
ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG



A HUB OF INDUSTRY

INDUSTRY guarantees prosperity—and prosperity is the key that unlocks the door to successful advertising. Brantford is the centre of Canada's richest manufacturing and agricultural district — a district with a population of 125,000 people.

Canada's Richest Field

POPULATION 125,000

Interesting Facts of Brantford—

Brantford Population, 37,500.

Manufacturing Establishments, 181.

Number of Employees, 8,288.

Salaries and Wages (factories only), $8,222,000.

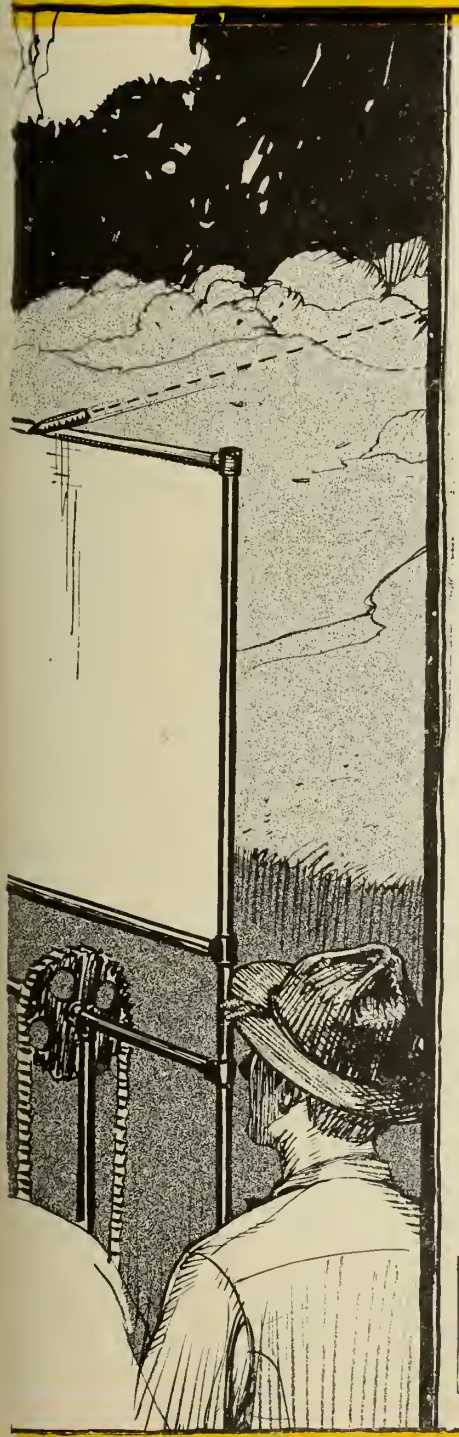
Representative Towns of Brantford's District—

PARIS, SIMCOE, BURFORD, WATERFORD, SCOTLAND, ST. GEORGE, PORT DOVER, NORWICH AND TILLSONBURG.

BRANTFORD IS THE HOME OF THE AGRICULTURAL IMPLEMENT INDUSTRY OF CANADA

The Expositor

You Can Hit the Bull's-eye at 100 Yards, *but-*



how about the target that is a thousand yards away?

—and how about the publication that is issued a thousand, or more, miles away?

You know all about the home-town publications; their influence, character of people they serve, everything.

The answer is you can easily hit 'em both, if you use your A. B. C. reports intelligently.

Right there is where Audit Bureau of Circulation Reports come in. If you study your A. B. C. reports carefully, read every page, you can get practically all the intensive merchandising knowledge you require about any up-to-date publication in the United States and Canada.

Try it! Take the Publisher's statement, the Auditor's Report and a copy of the publication. Go over them carefully. Make your own estimate and you will be surprised to learn how easy it is to figure out the real value of any publication that's under consideration in your advertising campaign.

Set your merchandising sights by A.B.C. reports. It is just as easy to score advertising hits across the continent as it is to do it in your own home-town.

Be sure to get your copy of "Scientific Space Selection," the new A. B. C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half.*

Audit Bureau of Circulations

202 South State Street Chicago • 347 Fifth Avenue New York

Nothing Mysterious!

There is nothing mysterious about the marked advance made by *THE HALIFAX HERALD* during the past six months.

The reason why The Halifax Herald is now in a completely dominant position in the morning newspaper field in Nova Scotia is as old as the newspaper business itself. It is that

The Halifax Herald
Is the Best Newspaper

There is more news in The Halifax Herald each day and there are more features in The Halifax Herald every day to interest readers than in any other newspaper published in its territory.

Therefore, more copies of the Herald are sold.

Therefore, more people read The Herald.

Therefore, there is more advertising in The Herald.

And therefore, to get more results from your advertising in Nova Scotia you should use

The Halifax Herald

AND

The Evening Mail

May 1st, 1921

W. H. Dennis

Vice President and Business Manager

Volume XI.
Number 10

TORONTO MAY 15th. 1921

20 Cents a Copy
$2.50 a Year

Marketing
and Business Management

Edited by
W.A.Lydiatt

A STREET-CAR ROMANCE

A million people have followed with keen interest this continued story of sentiment and toothpaste. How does your Advertising—Newspaper, Street Car or Billboard—compare with this series, in human appeal, originality and sales value?

THE personal service of the members of this Company to its Clients, leaves little time for broadcast canvassing. We show you every month in "Marketing" some few things we are doing. If the appearance of our work pleases you—will you ask us to call?

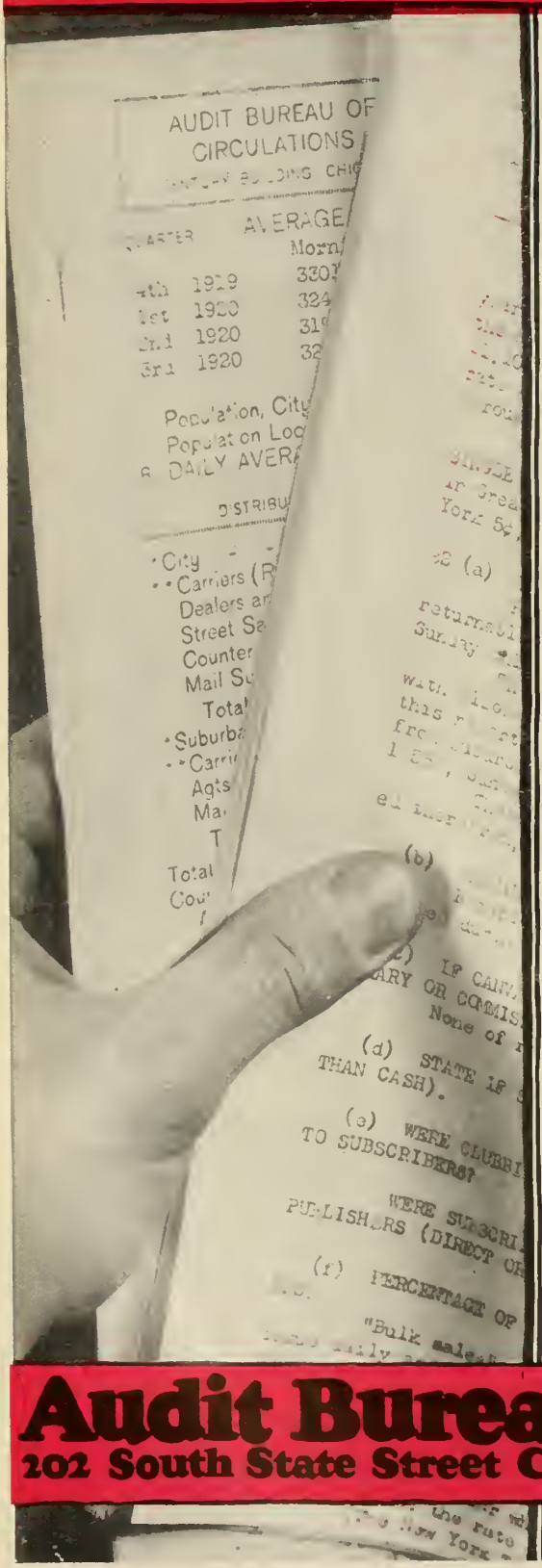
THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO

Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Taking the Advertiser back of the "Net Cash Paid"



Circulation is important, of course!

But it is only the beginning.

To insure your advertising message reaching the people with purchasing power—your customers

—you want to know where that circulation goes: City, Suburban, Country; the *area* covered by the publication.

You want to know if returns are accepted.

You want to know if circulation contests are employed.

You want to know how many subscribers are six months or over in arrears.

All this information—with other equally important facts—can be quickly ascertained if you study your Audit Bureau Circulation Reports.

With the Publisher's Statement, the Auditor's Report and a copy of the publication on your desk you can get behind the "Net Paid Circulation" and make your merchandising plans far more complete.

—and a *complete merchandising plan,* backed up by *careful advertising* and the *intelligent purchase of white space,* sells goods every time.

Be sure to get your copy of "Scientific Space Selection," the new A.B.C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half*

Audit Bureau of Circulations

202 South State Street Chicago · 347 Fifth Avenue New York

A Page With MACLEAN'S

A LOT of people are spending money. Goods are being sold. There is no doubt about it. Of course the "mass" market in congested centres is going through a period of inactivity. It's only natural that the masses in manufacturing centres should retrench—high wages cannot, like taxes, go on forever.

Merchants who are doing business in the smaller cities and towns are out for a bigger business in 1921—and they are getting it.

Merchants are not getting a big profit—but in the majority of cases the *turnover* is greater, and that is an essential factor right now in the process of distribution.

As margin of profit narrows markets must expand. As gains shrink turnovers must be more frequent.

That is a condition that exists to-day. Merchants are witnessing a greater turnover—*goods are being sold*—and they must be replaced by *your* merchandise or the product of some other manufacturer.

Advertise to People Who Will Buy

People are spending money. Goods are being sold. And it isn't difficult to locate the buying class. It is acknowledged that readers of magazines are of a class least likely to be affected by adverse economic conditions—they are above the average in buying power.

Magazine circulation offers a short cut to a responsive market—an economical and profitable route to a permanent market. Take MACLEAN'S MAGAZINE, for instance—read thoroughly in 75,000 homes. Think of the purchases these families will make. Think of the boots and shoes, suits of clothes, hosiery, underwear, foodstuffs, furniture, labor-saving devices, toilet goods, musical instruments and automobiles and accessories they will buy. Readers of MACLEAN'S are buying regularly of these commodities. Are they buying your product? Advertise to them now!

No Uncertainty Here

People are spending money. Some are spending more than others. That is obvious, and the urbanites who are spending the most money for necessities and for luxuries are of a distinct type; Bankers and Brokers, Manfacturers and Executives, Merchants, Government and City Officials, Professional Men, Builders and Contractors, people of independent means, and the business element.

There you have a group for which MACLEAN'S MAGAZINE is designed—and an analysis of our subscription records reveals the fact that MACLEAN'S makes its strong appeal to families of that type—the substantial element throughout Canada—people who are spending more money than others. Advertise to them now!

Reaching the Leaders —the Buyers

It is no mere coincidence that MACLEAN'S MAGAZINE is read chiefly by the well-to-do element from coast to coast. Every issue of MACLEAN'S is a credit to its title "Canada's National Magazine." Consider for a moment the list of contributors:

Dudley G. Summers	Stephen Leacock
W. G. King	Baroness Orczy
C. F. Peters	Arthur Heming
Charles L. Wrenn	Sir Gilbert Parker
C. W. Jefferys	Robert W. Service
H. Weston Taylor	Margot Asquith
Bernard Graverman	Agnes C. Laut
H. M. Brinkerhoff	Don Marquis
Arthur Wm. Brown	Archie P. McKishnie
Frank L. Packard	Basil King
W. A. Fraser	P. G. Wodehouse
G. K. Chesterton	Arthur B. Baxter
Arthur Stringer	

Then there are the Review of Review Section, the semi-monthly articles on the "Business Outlook," and a multitude of special articles on topics of national interest that give an added attraction to MACLEAN'S.

Westward Ho! For MACLEAN'S

A number of artists and writers representing MACLEAN'S MAGAZINE left recently for a long trip through the Canadian West and into the Peace River country. The group includes:

Arthur Stringer, who is perhaps Canada's best known writer of fiction and who has been doing a large proportion of his work for Maclean's. H. Weston Taylor, a noted illustrator now living in Philadelphia, who has spent a great deal of his holiday time in Ottawa Valley and Timagami region. Wilson V. Chambers, cousin and studio mate of Taylor's, who has done three or fours stories for MACLEAN'S recently and is one the younger generation's most promising "comers;" and the editor of Maclean's.

This is one of the most extensive and adventurous trips taken by a coterie of magazine workers—and certainly the most extensive trip ever taken in behalf of a Canadian magazine.

During this trip H. Weston Taylor will do a series of fifteen illustrations for David Howarth's "Valley of Gold" serial, which is located in the Qu'Appelle Valley, Sask., and will start in MACLEAN'S MAGAZINE July 1st. To get the best local color and atmosphere for this serial, Mr. Taylor and certain other members of the party will meet Mr. Howarth at Melville or Wolseley, Sask., and motor for fifty miles through the Qu'Appelle Valley and visit a number of places where the scene of action is located.

During this trip a large number of features will be procured for MACLEAN'S MAGAZINE, and every endeavor will be made to comb the country from the U.S. Border north almost to the Arctic Circle, and from the head of the Great Lakes to the Island of Vancouver, for interesting, fascinating, informative material about this great wonderful portion of our Dominion.

* * * * * *

No wonder MACLEAN'S occupies a most important position in the homes of prosperous and influential Canadians—the people who are the real buyers of merchandise to-day.

Here is a responsive market that can be cultivated through advertising in MACLEAN'S MAGAZINE. Advertise to these people now. Complete details upon request.

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

143-153 University Avenue.
Toronto - Canada

The

Storm Windows

are

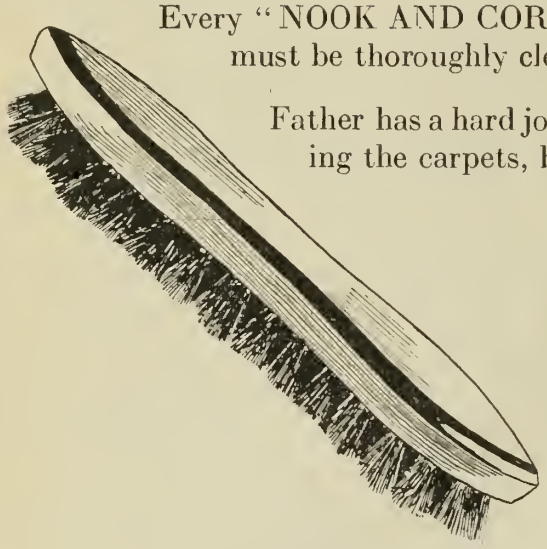
Coming Off

Everybody's getting busy. The womenfolk in the homes are handing out instructions and the menfolk are carrying them out.

Brushes of all descriptions are coming into use—Paint and Varnish brushes, Scrubbing brushes, Clothes brushes, and Brooms, etc.

Every "NOOK AND CORNER" must be thoroughly cleaned.

Father has a hard job beating the carpets, but—



SLEEPING ON THE JOB!

Products Not Advertised in Southern Saskatchewan

No. 2. Scrubbing Brushes

"Mother Has a Harder One"

scrubbing the floors and woodwork with a scrubbing brush that she bought a few weeks ago, already worn away at one end, and with the bristles falling out.

The trouble is, she doesn't know a good brush from a poor one, for when she buys, she just asks for a "Scrubbing Brush."

SHE DOESN'T ASK FOR ANY SPECIAL BRAND

as she does when she buys soap. She understands and recognizes the quality of the soap she uses, as she has used it for years, and it is continually brought to her notice through the national advertisements in the local papers.

There's a Market in Southern Saskatchewan for Brushes and Brooms of all descriptions. Who is going to be the first manufacturer to cultivate it?

The Morning Leader and ***The Regina Daily Post*** Regina, Sask.

(Evening)

Ask Any Recognized Advertising Agency for Rates, etc., or

Toronto Representative
E. J. GUY,
302 Royal Bank Bldg.

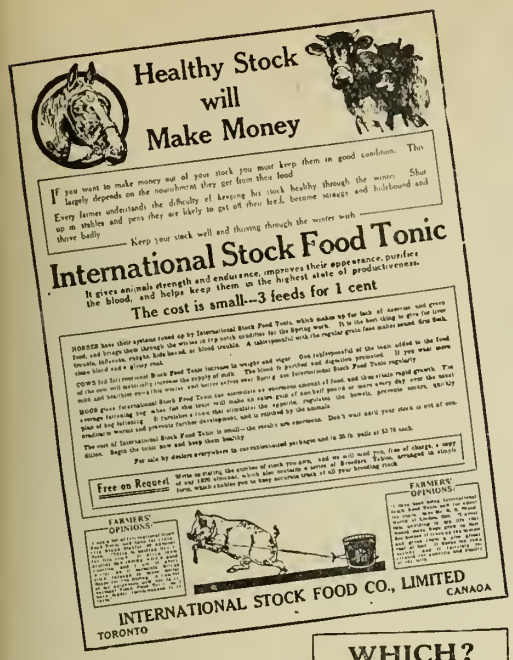
Chicago Representative
HENRY DE CLERQUE,
Mallers Bldg.

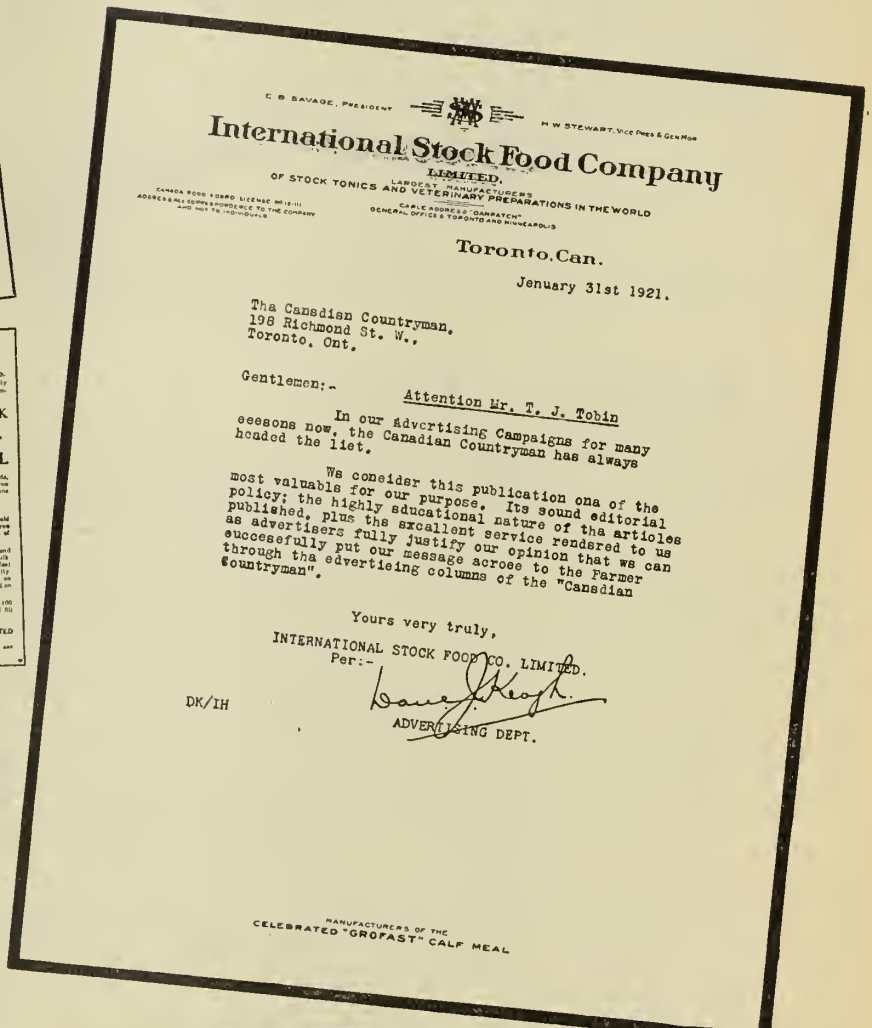
Montreal Representative
E. L. McARTHUR
224 St. James St.

New York Representative
L. KLEBAHN
34th Street

"In Our Advertising Campaigns for Many Seasons Now, *Canadian Countryman* has Always Headed the List."

International Stock Food Co.


Healthy Stock will Make Money
International Stock Food Tonic
The cost is small—3 feeds for 1 cent
INTERNATIONAL STOCK FOOD CO., LIMITED
TORONTO
CANADA

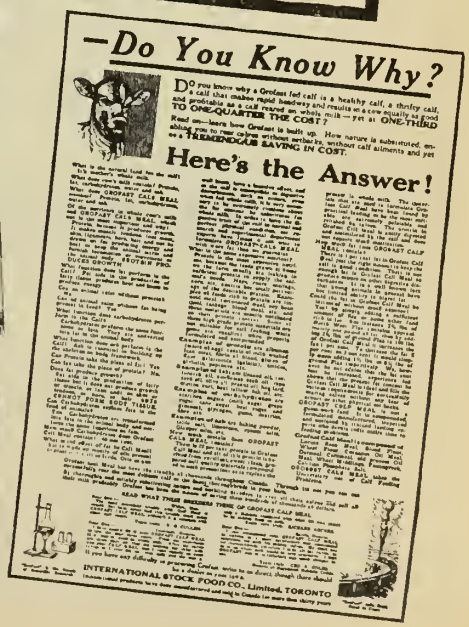

International Stock Food Company
LIMITED,
Toronto, Can.
January 31st 1921.
Tha Canadian Countryman,
198 Richmond St. W.,
Toronto, Ont.
Gentlemen:-
Attention Mr. T. J. Tobin
In our advertising Campaigns for many seasons now, the Canadian Countryman has always headed the list.
We consider this publication one of the most valuable for our purpose. Its sound editorial policy; the highly educational nature of tha articles published, plus the excellent service rendered to us as advertisers fully justify our opinion that we can successfully put our message across to the Farmer through tha advertising columns of the "Canadian Countryman".
Yours very truly,
INTERNATIONAL STOCK FOOD CO. LIMITED.
Per:-
DK/IH
ADVERTISING DEPT.
MANUFACTURERS OF THE CELEBRATED "GROFAST" CALF MEAL

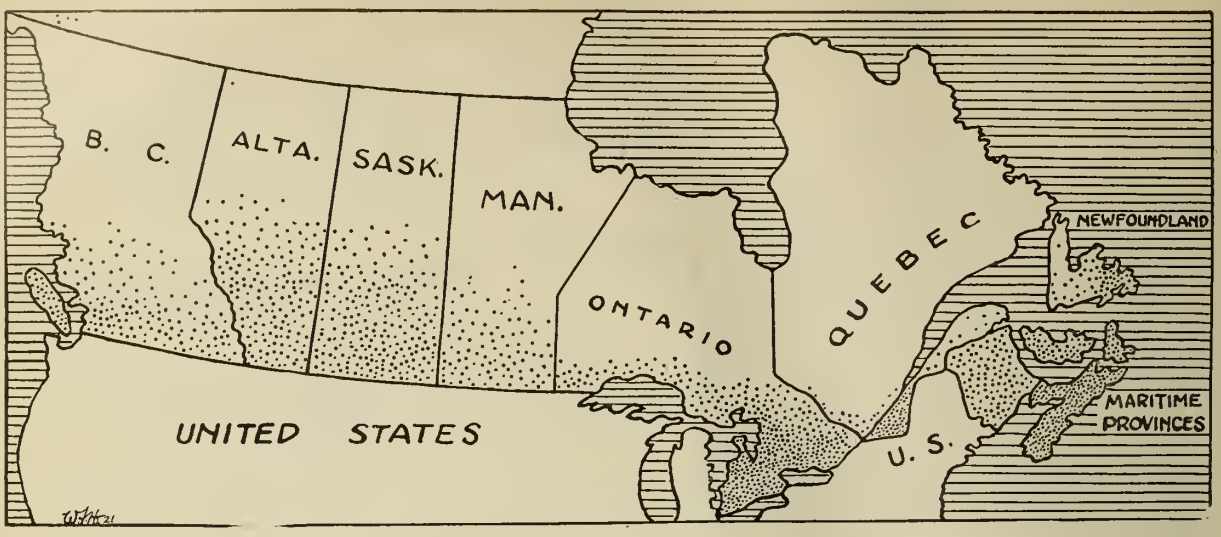
Same Ingredients for LIVE STOCK as for HUMANS
INTERNATIONAL STOCK TONIC
The Nationally Known Conditioner and Worm Expeller
INTERNATIONAL STOCK FOOD CO., LTD. TORONTO

Live Stock Breeders Favor
INTERNATIONAL STOCK TONIC
"The Nationally Known Conditioner and Worm Expeller"
BOUGHT A MILLION AND A QUARTER POUNDS LAST YEAR
INTERNATIONAL STOCK FOOD CO. LIMITED
TORONTO

3 Feeds for One Cent
3 Feeds for One Cent
AS WINTER ADVANCES DOES YOUR STOCK THRIVE?
International Stock Food Tonic
International Stock Food Co., Limited
Toronto Canada

Increase the Milk Supply
INTERNATIONAL STOCK TONIC
The Nationally Known Conditioner and Worm Expeller
INTERNATIONAL STOCK FOOD CO., LIMITED
TORONTO





What a Force For Sales Promotion!

Each dot in the above map of Canada represents 100 paid-in-advance subscribers to the Family Herald and Weekly Star.

See how the inhabited areas of each province are completely covered.

Here is a truly national circulation distributed with even density from coast to coast.

As a force for the promotion of sales in the agricultural districts of Canada, the Family Herald and Weekly Star has no equal. A product advertised judiciously in this National farm journal soon gets distribution among the country merchants of the nine provinces.

As a mail order advertising medium the Family Herald and Weekly Star has been put to the most severe tests and nine times out of ten has come out at the top of the list as a producer of profitable returns at the lowest cost per enquiry.

The circulation of the Family Herald and Weekly Star exceeds 150,000 each issue, and is sold either nationally or sectionally to suit the special requirements of the advertiser. Entire Dominion of Canada edition, 50 cents per line. Either Eastern Canada or Western Canada Division, 30 cents per line flat.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

Established 1870

MONTREAL, CANADA

BRANCH OFFICES

New York Representative
DAN. A. CARROLL
150 Nassau Street

Toronto Representative
M. W. McGILLIVRAY
182 Bay Street

Chicago Representative
J. E. LUTZ
First National Bank Bldg.

London, Eng., Representative: M. A. JAMIESON, 17 Cockspur Street, S.W.1.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 10 TORONTO, CANADA MAY 15th, 1921

TWELVE TIPS ON ADVERTISING*

Tip No. 1.—Make a Better Use of What You Have Before You Start Advertising

First of a series of articles by the author of "Ads and Sales" and many other business books, and now editor and publisher of "The Efficiency Magazine," London, England

By Herbert N. Casson

THE purpose of this series of articles is to show how to make your advertising *pay*.

Hundreds of men have been lured into advertising by a publication or an advertising agent, and they have lost their money.

As a result, they regard an advertising agent as a sort of bookmaker —as a false friend who cheers them on to waste money on pretty pictures and self-praising adverts.

They made a wrong start, and then, naturally, they blame *advertising*, which is one of the most profitable forces in the business world, when rightly used.

The fact is, that a large part of advertising is sheer *squander-mania*.

The whole advertising profession is on a wrong basis. It is not paid by results. It is paid by *expenditure*.

Practically every newspaper and magazine is sold below cost, and makes its profit out of the advertising.

And practically every advertising agent is paid a commission on what he *spends*, of his clients' money.

So, the great cry in advertising is, "*Spend! Spend more! Keep on spending!*"

In my opinion, this condition of things is bad for all honest men, and will eventually be improved.

Already there are a few advertising agents, not many, and a few publications, that are rendering a real *advertising service* to advertisers and the public.

This series of articles will help a little in the same direction. It will consist of twelve Tips from one who was for years on the inside of the advertising business; and, as you will see, these tips will be very blunt and straightforward.

HERBERT N. CASSON needs no introduction to most of MARKETING'S readers. He is internationally famous as a speaker and writer on advertising and business subjects. Prior to his departure for England six years ago, he addressed large gatherings of business men in Toronto and other Canadian cities, on several occasions, and made an impression that has not yet been forgotten. A Canadian by birth, he worked for many years in the United States until in 1914 he established himself in London as an efficiency engineer, business lecturer and publisher. His "Twelve Tips on Advertising," of which this is the first, are addressed to business men and not particularly to advertising specialists, and appear in this and forthcoming issues of MARKETING prior to publication in book form.—*Editor.*

Advertising First—Not Last

The first tip is—*Make the best use of what you have.* Advertising is the *last* thing, not the first.

If you want to advertise, you must first *get ready*. Don't shake the apple tree until you are ready to catch the apples.

Be sure of your *goods*. Many a fortune has been lost by advertising goods that were not satisfactory.

Is the *price* high enough? It is easier to lower it than to raise it.

Is the *box* right, or the *wrapper?* Does it make a good appearance? Will one article help to sell another?

What about your *sign?* Is it faded and dingy? Is it too high? Is it practically invisible to the people who pass by?

Why try to interest people at a distance, at great expense, when you do not try to interest the people who pass your door, at a very small expense?

Better send for a sign-painter and spend $250 on signs that are permanent than to spend $500 on a full-page advertisement that lasts for half a day.

Your *lorries, waggons, wrapping paper*—are you using them for advertising purposes? Why buy newspaper space until you have used your own space?

Your *windows*, if you are a retailer —what about them? Do you know that one of the largest and most prosperous drapery shops in London does not advertise at all—uses its windows only?

A shop window on a busy street is a little gold mine. You can make it pay the rent and more.

Yet many a merchant who squanders thousands in the press, grudges a dollar on a window display.

Usually only one window out of a dozen is well dressed. Most windows are practically invisible to the passers-by.

You would be amazed if you knew how much money goes past your windows in a day.

Scores of people walk past your shop every day, and buy from your competitors farther down the street.

*Copyright in Great Britain and U.S.A. by Herbert Casson. Copyright in Canada by W. A. Lydiatt

Now, you can greatly increase the selling-power of your windows by dressing each one in a distinctive way. You must make it different, so that it will catch the eye.

Put in a lit lantern with a red glass, or a small blackboard with an announcement, or a curio, or best of all, something that *moves.*

Just as the needle of the compass swings to the North Pole, so does the eye turn at once to a moving object.

You can have an electric fan that blows red, white and blue ribbons; or lights that flash on and off; or little puppets that are operated with a clockwork mechanism; or many other things.

Also, you can have a *to-day* window, that is changed every night; or a *bargain* window; or a *Paris* window; or a *half-crown* window; or endless other varieties.

Window Display a Profession

The art of *window display* is now a profession, and deserves more attention. It costs little and does much.

Any shop can make itself distinctive and increase its sales in a very short time, at the lowest possible cost, by making its windows artistic, or conspicuous, or unique.

Your *employees*, too, should be trained into habits of courtesy and good salesmanship before you spend money on an advertising campaign.

Staff training is fully as important as advertising. Why? Because it enables you to *keep* the customers you already have.

What is the use of spending $50 to get twenty new customers into the shop, when at the same time you lose twenty other customers because of the discourtesy and awkwardness of your shop assistants?

Is it not a fact that in many a shop the advertising is entirely counteracted by the lack of staff training?

At the end of the year, the number of customers has remained the same, in spite of a large amount spent in advertising. There has been no *net* gain.

So, why spend hundreds of dollars to get a new customer, if he is going to be flouted out by a pack of careless, indifferent employees?

Bear in mind that your shop is not finished until your employees are; and that it is a waste of money to attract new customers to an unfinished shop.

The point to consider is: Are you ready for new customers when they come? Can you *hold* them by giving good service?

Your *travellers*, if you are a manufacturer, must be trained in the fine art of salesmanship.

Better not spend $25,000 on advertising in the daily press until you have spent at least $50 apiece on your travellers.

If your travellers are dull-eyed and unteachable, what is the use of spending money to get them new prospects? What is the use of starting up rabbits if the hunter can't hit them?

Your *office*, too, may be a place where customers are rebuffed and driven away. It may be a place of errors, delays and stony-faced indifference.

Make Most of Letter-Power

Your *letters* may throw cold water on many a warm correspondent. They may be stiff, curt and badly typed.

If you do not make the most of the *letter-power* of your company, why should you try, at great expense, to develop an advertisement-power?

Every letter that you post can be made into an advertisement. It can help to increase your sales without adding a penny to the sales cost.

Last of all—your *customers.* They are your best advertisements, or may be.

Do they tell other people about your goods and your service? Do they recommend you to their friends?

If they do, then you can wisely go ahead and spend money on advertising, without any fear of wasting it.

Never advertise your goods until your customers do—there is a safe rule that would have saved many a million dollars.

Do first things first. Get ready. Make a better use of what you have. That is Tip No. 1.

* * *

TRADE CONDITIONS CAUSE FEW FAILURES

Business failures fewer and net losses smaller in Canada during first three months of 1921 than during the same period of the war years. Two-thirds of Canada's bankrupts doomed to failure from the outset. Disastrous circumstances account for only small proportion.

IT seems impossible to postulate any formula of success in business. The Wanamakers, the Eatons, the Selfridges, when asked the inevitable question: "To what do you attribute your business success?" invariably emit a string of platitudinous phrases that mean almost nothing.

The truth is, that the process of building a successful business has points of resemblance to the painting of a successful picture.

Ask an artist what he considers the secret of success in draughtsmanship, and he will tell you: "The essential thing is to know what to leave out."

It sounds a very negative way of putting it, and the negative method of presenting an argument is very unpopular at the moment., But, braving criticism on that score, and applying the phrase to business, will it bring us any nearer the secret of commercial success?

Is anything gained by reversing the quest?

Is it an easier matter to designate what to leave out than it is to describe what to put in?

If it is next to impossible to analyze the factors which build up a business, will it not be just as difficult to analyze the steps of its decline?

Let us see. Let us ignore the apostles of the Positive for a while and start frankly out across negative seas in search of the formula of failure.

Glance for a moment at Dun's record of commercial casualties during the first quarter of 1921. Less business failures are reported in Canada during that period than during the corresponding periods of the years 1914, 1915 and 1916.

And although the liabilities total more than ever before, amounting to over twenty-two million dollars in 1921, as compared with nineteen millions in 1915 (the previous

highest mark), the actual loss is by no means as great.

Liabilities exceeded assets by over 57 per cent. during the 1915 period.

In the 1921 period liabilities exceeded assets by only 26 per cent.

In a word, failures were fewer and *net* losses smaller than during the war years.

The blue-haloed prophets had predicted otherwise. Even the most optimistic of prognosticators believed that the "buying strike" would be more disastrous than the hysteria of the early months of the war. They looked for more bankrupts, especially during the first three months of 1921.

It was the period which everybody feared, the months of maximum hazard, the hour just following the midnight of the year when the blood-pressure of business is at its lowest.

The fact that only 566 Canadian firms succumbed during those three months is a tribute to the men who stood at the helms of business in this Dominion through that hazardous time.

It is an increase of only a third over the normal average of failures in pre-war years.

These facts would seem to indicate that *disastrous conditions account for only a small percentage of failures.* Two-thirds of these firms would have assigned *even under normal conditions.*

In order to discover the "formula of failure" we must carry our investigation back to normal times. And that eliminates the last seven years. There have been no normal times since August, 1914.

Previous to that *Bradstreet* issued a Classification of Business Failures which has been quoted in a number of books on merchandising in recent years. The circular chart accompanying this article has been prepared from *Bradstreet*'s analysis, which follows in detail:

BEGINNERS' HANDICAPS.

1.	Lack of capital	29.7
2.	Incompetence	30.2
	(*a*) Inexperience	4.6
	(*b*) Unwise credits	2.0
		66.5

FAULTS OF PERSONAL CHARACTER.

1.	Fraud	10.3
2.	Neglect of business	2.0
3.	Personal extravagance	.7
		13.0

THREATENING FACTORS.

1.	Competition	1.9
2.	Failure of others	1.3
3.	Speculation in other business..	.8
4.	Specific conditions (disaster, etc.)	16.5
		20.5

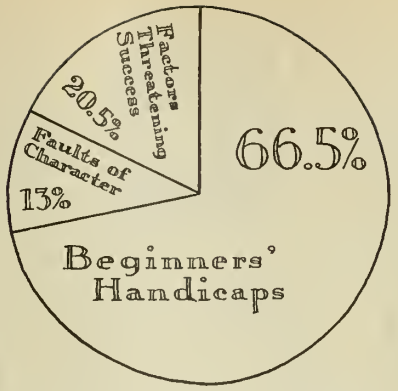


Chart prepared from Bradstreet's Classification of Business Failures showing the overwhelming effect of Beginners' Handicaps on the business Death Rate.

Here, then, is something approaching a "formula of failure." Here are the things to be "left out of the picture."

Two-thirds of the firms which flicker for a while and then gutter out are doomed to failure from the start.

Incompetence and inexperience account for more commercial casualties than any other single factor.

Isn't it true that almost anybody thinks he can run a store?

FORMER TRADES OF RETAILERS

Figures were compiled some time ago showing the occupations of a large number of retail merchants previous to entering business. It was found that only 33% of the men conducting jewellery stores had previously been engaged in watchmaking or any allied trade; only 45% of the shoe merchants had formerly been clerks in a shoe store; only 44% of the hardware men had previously been hardware salesmen; only 42% of the furniture dealers had previously sold furniture; only 21 per cent. of the dry-goods merchants had handled textiles, and only 27 per cent. of the grocers had previously sold behind a grocer's counter.

Is it any wonder that the death-rate of business runs high?

The tinker, the tailor and the candlestick-maker must serve an apprenticeship before they start up "on their own." A dozen crafts, involving far fewer problems, less initiative, and a minimum of executive ability, require years of study and training before men are deemed proficient enough to assume mastery of them. Yet retail stores and minor factories are opened every day by people who know practically nothing about merchandising or manufacturing—people who probably have been moderately successful at some other line of endeavor in which they were thoroughly grounded, but who are lured by the chimera of "easy money" into the pitfall of "starting up in business."

But we have seen enough of the negative side of the case to postulate at least one positive truth. It is because business is a profession, involving studies scarcely less intricate than those which medical and law students pore over, that the incompetents fail. It is because business is a profession — more variable and intricate and far-reaching in its ramifications than any occupation to which man has so far applied himself—that it is difficult to adequately frame, in a few words, any definite formula of success.

It is safe to predict, however, that the percentage of successful business men will be greatly increased when the truth is more generally realized that the pursuit of commerce is a profession, and, as such, demands a lengthy apprenticeship, constant study, and the adoption of ethical standards of practice.

FIVE GREAT PROFESSIONS

"Five great intellectual professions," said Ruskin, "have hitherto existed . . . in every civilized nation: The soldiers to defend it; the merchants to provide for it; the pastors to teach it; the physicians to keep it in health; the lawyers to enforce justice in it."

Certainly the least of these is not the merchant.

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A Threadbare Plea

Commenting on Sir Henry Drayton's address to the Women's Canadian Club, Toronto, recently, *The Farmer's Sun* says, editorially:

"He again made a plea that we buy Canadian-made confectionery, Canadian-made soups, and other Canadian products. He cited the case of one brand of soup, of which $747,000 worth was purchased last year. Our reply to this is, Why do not Canadian manufacturers of soups show a little progressiveness and advertise their lines, instead of sitting down behind the tariff wall and expecting the tariff to sell their goods for them. . . . The manufacturers of this Dominion have the remedy very largely in their own hands. Let them make a good article, brand it, and advertise it, then the people will buy. In too many cases people are urged to buy inferior articles at high prices on the grounds of patriotism. That plea has been worn threadbare."

✣ ✣ ✣

Galt Chemical Products, Ltd., are marketing a cleaning powder known as "Charm." Norris - Patterson, Limited, Toronto, have recently sent out copy and contracts. The campaign will run in newspapers, trade papers and on billboards.

"Wal'r, my lad. Train up a fig tree in the way it should go, and when you are old sit under the shade of it."
—Capt. Cuttle in Dombey & Son (Dickens)
IN bluff old Captain Cuttle's epigrammatic advice to his protege, Walter Gay, was compressed a lot of wisdom. It admonished Walter to be thrifty and foresighted, to take care of what he got, to invest it safely, and in his old age he would enjoy the fruit of his labor in tranquility and peace.
That advice to young men of today is even more valuable because more needful
Habits of saving are harder to cultivate today, because the temptation to spend is greater Also the opportunities for questionable investments are more alluring than in Walter's time The need for prudence is greater Young men with savings to invest should consult with a financial house of long standing and dependability
Such a firm is that of Aemilius Jarvis & Co., Limited, for thirty years one of Canada's leading investment banking houses, with a reputation built up for service, reliability and efficiency
Before you invest, consult us.
Write for a copy of "The Investment Guide"
Æmilius Jarvis & Co.
LIMITED
INVESTMENT BANKERS
ESTABLISHED 1891
Jarvis Building TORONTO
•CORRESPONDENTS•
LONDON, ENG NEW YORK MONTREAL WINNIPEG
(From a photograph by Watkins, 1867)
Investment Lessons by Charles Dickens
IN his novels and essays Charles Dickens bequeathed to the world a rich store of philosophy, humor, pathos and sound lessons in living
Through his characters and in the stories of their lives, he has given many illuminating lessons on even so dry a subject as investments. Also his teachings bring home the value of thrift and saving by precept, example and contrast.
In a series of advertisements, of which this is the first, we have adapted some of the lessons to present day conditions, and they are just as pertinent and as much to the point as when Dickens wrote them.
For thirty years the house of Aemilius Jarvis & Co., Limited, has been building up a clientele of investors in bonds and other securities where safety is the first consideration.
Before you invest, consult us.
Write for a copy of "The Investment Guide"
Æmilius Jarvis & Co.
LIMITED
INVESTMENT BANKERS
ESTABLISHED 1891
Jarvis Building TORONTO
•CORRESPONDENTS•
LONDON, ENG NEW YORK MONTREAL WINNIPEG
Looking Ahead—a Duty
"My Dear," observed Mr. Micawber—"we have time enough before us for the consideration of those questions."
"Micawber," she returned, "we have time enough before us for the consideration of those questions." Your mistake in life is, that you do not look forward far enough. You are bound, in justice to your family, if not to yourself to take in at a comprehensive glance the foremost point in the horizon to which your abilities may lead you.—
David Copperfield (Dickens)
ONLY too well did Mrs. Micawber know the results of the cheerful, easy-going procrastination of her spouse, who was always expecting "something to turn up"
Her little lecture to dear old Micawber has its application today as well as in their day
A man may have great ability, he may have splendid opportunities, but if he does not look ahead and provide for the future in the form of carefully selected, earning investments for his savings, he may find his old age without adequate means, and his family placed at a disadvantage
Every man owes it to himself and to his family to put his money into safe, revenue producing securities, which can themselves be turned into cash on short notice.
For thirty years the house of Aemilius Jarvis & Co., Limited, have specialized in such securities. If you consult with us, you can depend upon our service, our knowledge and experience, which are placed freely at your disposal, whether your investment is large or small
Before you invest, consult us.
Write for a copy of "The Investment Guide"
Æmilius Jarvis & Co.
LIMITED
INVESTMENT BANKERS
ESTABLISHED 1891
Jarvis Building TORONTO
•CORRESPONDENTS•
LONDON, ENG NEW YORK MONTREAL WINNIPEG

DICKENS FURNISHES COPY TEXTS

Well-known firm of bond-dealers draw on tremendous gallery of Dickensian portraits to create atmosphere for a campaign to small investors—unusual effect gained by use of quotations and illustrations from the works of the famous novelist.

HAD Dickens lived in our day the world might have lost a great novelist and gained a wonderful copy-writer. Dickens had almost all the instincts of the successful copy-writer, and it is not at all surprising that in looking about for "something different" in investment advertising, Æmilius Jarvis & Co., the well-known bond dealers, should have placed on the great English novelist the onus of providing the copy ideas and furnishing not less than half the actual copy.

Dickens was a facile and forceful writer; he had the "reiterative sense" very highly developed; and above all, he had the faculty of finding the "selling idea" and the ability to put it across. Dickens *sold* a host of characters to the English-reading public. He manufactured these characters and merchandized them in packages of several hundred pages. No other writer in any language—not even Shakespeare—ever *sold* so many individual characters, and made them stick, as household words, in the vocabulary of the race, as Charles Dickens.

They stay sold because Dickens found the "selling idea" behind each one, and kept reiterating it until these characters became synonymous with the particular attribute with which he endowed them. No one, either in reality or in romance, was ever quite so humble as Uriah Heap. No one was ever quite so jolly as Mark Tapley.

Dickens analyzed the consumer demand of his day and adjusted his production accordingly. "People like deep-dyed villians," he said to himself, and straightway produced Quilp.

"The public wants the utmost in hypocrites. Very well. Here's Pecksniff!"

"There's a big market for the pathetic child. Presto! What do you say to Little Nell and Paul Dombey?"

And so on, through the tremendous gallery of Dickensian portraits.

The campaign now being conducted by the Æmilius Jarvis company utilizes to excellent advantage a number of Dickens characters which, either by example or contrast, point the lesson of thrift.

The first advertisement in the series (the centre one of the three here reproduced), appeared in the latter part of April, and read, in part, as follows:

INVESTMENT LESSONS BY CHARLES DICKENS.

In his novels and essays Charles Dickens bequeathed to the world a rich store of philosophy, humor, pathos and sound lessons in living.

Through his characters and in the stories of their lives, he has given many illuminating lessons on even so dry a subject as investments. Also his teachings bring home the value of thrift and saving by precept, example and contrast.

In a series of advertisements, of which this is the first, we have adapted some of the lessons to present day conditions, and they are just as pertinent and as much to the point as when Dickens wrote them.

This copy, which whetted the appetites of Dickens-lovers, and aroused attention even among those who have read very little but know a great deal about many of the novelist's most famous creations, broke the ground for the series which is now following, illustrated with line-drawings which simulate the style of the artists of Dickens' day, and containing excerpts from the best known of his novels.

The second advertisement (also reproduced here) carried no heading. It read as follows:

> "Wal'r, my lad. Train up a fig-tree in the way it should go, and when you are old sit under the shade of it."
> —Dombey & Son (Dickens).

In bluff old Captain Cuttle's epigrammatic advice to his protege, Walter Gay, was compressed a lot of wisdom. It admonished Walter to be thrifty and foresighted, to take care of what he got, to invest it safely, and in his old age he would enjoy the fruit of his labor in tranquility and peace.

That advice to young men of to-day is even more valuable, because more needful.

Habits of saving are harder to cultivate to-day, because the temptation to spend is greater. Also the opportunities for questionable investments are more alluring than in Walter's time. The need for prudence is greater. Young men with savings to invest should consult with a

financial house of long standing and dependability.

Such a house is that of Aemilius Jarvis & Co., Limited, for thirty years one of Canada's leading investment bankers, with a reputation built up for service, reliability and efficiency.

The application of the text in this particular advertisement was slightly stretched; but another piece of copy, quoting "Dombey & Son," which is to appear later, admirably adapts itself to the treatment of modern investment advertising. It depicts the wizened old nautical-instrument-maker, Solomon Gills, gazing helplessly about at his stock of ship's equipment, and reads, in part:

"Here and There and—as Good as Nowhere"

"You've got some money, haven't you,"whispered Captain Cuttle.

"Yes, yes—oh yes—I've got some," returned old Sol, first putting his hands into his empty pockets and then squeezing his Welsh wig between them, as if he thought he might wring some gold out of it; "but I—the little I have got, isn't convertible; it can't be got at—It's here and there and—and, in short it's as good as nowhere," said the old man, looking in bewilderment about him."—

Dombey & Son (Dickens).

How many mistaken people have put their money "here and there" into doubtful investments until it is "as good as nowhere."

Investing money, whether in large or small sums, should be safeguarded by the knowledge and experience of responsible and reliable investment bankers.

These two advertisements, which bring home the message by the force of precept, will be followed by others which point a moral by means of contrast. Among these is one which pictures a musty, dusty, old-fashioned British banking-house. It reads:

Time's Contrasts

"Tellson's Bank by Temple Bar was an old-fashioned place. It was very small, very dark, very ugly, very incommodious. The partners in the House were proud of its smallness, proud of its incommodiousness. They were even boastful of its eminence in those particulars, and were fired by an express conviction that if it were less objectionable it would be less respectable."—

Tale of Two Cities (Dickens).

Steamships, telegraphs, telephones, electricity, railways and typewriters have revolutionized business methods since the days of Tellson's Bank, as described by Dickens.

Modern business demands electric speed, exact knowledge and never-failing precision.

Commodious premises, modern equipment and service, which is the last word in assiduous efficiency, are to-day the proofs of reliability and a punctilious sense of duty to clients of banks and investment houses in this twentieth century.

Another, one of the most effective of the series, also makes the required point by contrast, taking the almost universally known figure of the shabby-genteel Mr. Micawber as a "horrible example" of what should not be done. It reads:

Looking Ahead—A Duty

"My dear," observed Mr. Micawber —"we have time enough before us for the consideration of these 'questions'." "Micawber," she returned, "no. Your mistake in life is, that you do not look forward far enough. You are bound, in justice to your family, if not to yourself, to take in at a comprehensive glance, the extremest point in the horizon to which your abilities may lead you."—

David Copperfield (Dickens).

Only too well did Mrs. Micawber know the results of the cheerful, easy-going procrastination of her spouse, who was always expecting "something to turn up."

Her little lecture to dear old Micawber has its application to-day as well as in their day. . . . Every man owes it to himself and to his family to put his money into safe, revenue-producing securities, which can themselves be turned into cash on short notice.

The campaign, which has been prepared by McConnell & Fergusson, Toronto, will run in 14 Eastern newspapers and financial journals.

There will be ten advertisements in the Dickensian series, and these will be interspersed with copy bearing the Æmilius Jarvis imprint, containing actual selling talk for specific issues of bonds.

* * *

BETTER BUSINESS LETTERS*

3. The Spirit of Service and the Daily Mail

Abuse and over-use of the word 'Service'. Three types of Adjustment Letters.
Customer does not look for Service Spirit as 'a thing in itself'.
World is hungry for unusualness.

Written for Marketing by Louis Balsam

DO you know of any one word in the language of commerce that has suffered more through overuse than the good old standby—"Service"? You know, most of us feel that if we use the word "service" often enough that we automatically thereby make Service a part of our business lives.

In this, it is a great deal like that woefully overdone word "personality." We get to use it so often that many of us actually believe, after a while, that through the use of the word we have taken unto ourselves that magic force.

When we speak of the Spirit of Service and our daily mail, just what is it that we actually mean? Is it a word that we are discussing? Is it some vague, shadowy thing, or is Service something real; a solid something upon which our customers can depend? Letters, in the final analysis, are nothing more than symptoms or effects of causes that have gone before. This is something we must realize at the outset.

It isn't enough that our letters breathe the Spirit of Service verbally. They must have the backing of the actual fact.

The point here is simply this: Fine-sounding phrases alone are worthless. They must rest upon a bedrock of accomplishment. It isn't enough to tell a customer, for example: "We sincerely appreciate your inquiry and assure you that the goods will leave our shipping room within twenty-four hours after the order arrives." This letter would fall down completely unless it were backed up by the delivery of the goods within the specified time. If we assume, therefore, the very fundamental idea that the service, mentioned in our letter, is something that will be carried out, the next question rightfully deals with the ways and means of putting the Spirit of Service into the letter once the facts are established. It is an amazing thing in this era of fierce competition how little attention letters, in general, pay to the Service element. Sales letters are particularly lacking in this respect.

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Make This Test.

Make this test yourself. Examine carefully the next 25 sales letters that come to your desk. Find out how many actually tried to serve and how many took up your time with bunk sales talk, high-pressure methods and hot air.

One of the biggest drawbacks to the expression of the Spirit of Service in sales letters is, of course, the strong desire on the part of most letter writers to unload goods rather than to be of help to the prospect. Here is an example of that:

"Gentlemen:

"We wish to call your attention to the enclosed circular, which describes very thoroughly our Model No. 13 phonograph. We believe it is one of the best values in America for the money.

"We have been working on this model for the last four years, and during that time have spent a great deal of money to make this instrument worth while.

"We would like very much to have you return the enclosed postcard so that we could send one of our men to talk the matter over. We believe that this would result in, at least, giving the instrument a trial, after which we know you would keep it.

"We are anxious to have your approval on this instrument, and would like to take your order now, if you are prepared. If not, we would be very much pleased to go into the matter further with you.

Hoping that we may have the opportunity of supplying your musical needs in this way. We remain,

"Yours truly,
"———— CO."

Contrast that letter, which allowed the desire for gain and the anxiety to make a sale to completely overshadow any attempt at serving, with this letter, written entirely with the Service point of view:

"Dear Madam:

"Haven't you often wished that you had a phonograph in your home?

"Haven't you even dreamed of the time when you could, right in your own parlor or living-room, at your will, summon the world's greatest masters of music to sing for you with their very best songs? What have you done to fulfill those desires? Isn't it so, madam, that often in life, decisions that may make for genuine happiness to us, are sometimes put off day after day simply because we don't get hold of ourselves firmly to do what we want to most?

"Haven't you known times when you wanted to buy a particular article only to wait a year or two before you decided, only to look back very regretfully at the two years you did without, because, oh, just because.

"Buying a phonograph is a great deal like that. Many of our customers have purchased one only after postponing the event time after time. Sometimes the regrets they have experienced over the the delay are very pitiful, indeed. Don't let yourself get into that class. At your say so, you can have one of our beautiful instruments delivered to your own home, so that you can try it for full thirty days, under the most exacting circumstances. At least you owe that much to yourself, don't you? You owe yourself the opportunity of seeing just what having the best music in the world in your own home can do to add to the happiness of your own family. The trial does not obligate you in any way, but may mean the beginning of a period of home enjoyment that will make you glad many, many times you decided to do it.

"Your phonograph is right here on the floor, awaiting your call. The enclosed card is for your convenience. How can we best serve you?

"Yours truly,
"———— CO."

Both of these, of course, have the same object—to sell. The sincere attempt on the part of the writer of the latter to be of service, accounted altogether for the vast difference in the amount of inquiries received.

You and I, and, in fact, every human being who has any money to spend, are almost pathetically eager to spend that money with someone who shows a genuine interest in us. It is a simple fact, too, that you can verify in your own life, that often you pay a little bit more for certain articles because the storekeeper treats you as a human being, and smiles as though he were really glad to see you when you come into his store. We all know, too, what a grand and glorious feeling it is when we receive a letter that is warm and friendly, and that shows every possible desire to do what we want, as we want it, rather than to land an order.

In Adjustment Letters, Too.

The lack of the Spirit of Service does not apply only to sales letters. Adjustment letters prove a very interesting field for that particular failing, too.

There are three types of adjustment letters that are of interest to us right at this point. First, is the adjustment letter that gives the customer what he asks for, but does it in a surly manner, which plainly tells him that he doesn't deserve what he is being given, but he is getting it just the same. These letters are quite common, too common for the general good of the business world.

The second class of adjustment letter takes care of the customer without any reference to whether he deserves what he is getting, but treats the entire transaction in a cold, formal, impersonal way, that leaves the reader neutral, if nothing worse. This class is also rather common with progressive houses.

The third class, by far the least numerous, not only adjusts the complaint in a way that thoroughly satisfies the customer, but does so in a sincere-desire-to-serve way that has often sold more goods to a potential knocker than high-priced sales efforts have been able to do. Here is a letter that not only satisfied the customer, but that made him bring in two others, both of whom have dealt with this particular concern over five years. This letter was responsible directly for the whole thing:

"Gentlemen:

"Thank you very much for calling our attention to the mistake made in shipping your books. Here is our cheque for $37 to pay for the money you advanced because of our error.

"The day your order was shipped we employed a new packer, and he made a mistake natural to those not used to our way of doing things. You know us well enough to realize that mistakes of this kind are distinctly few and far between.

"It is just such letters as yours, though, that we appreciate in matters of this kind, because they give us an opportunity to prevent such mistakes in the future, as nearly as possible.

"The opportunity you have given us to make things right with you is sincerely appreciated. There isn't the slightest doubt in our mind but that you will find our Service from now on everything you have a right to expect.

"Yours truly,
"———— CO."

There is an immense field for the right kind of sales and service influence in adjustment letters. An executive once told me that, given the right kind of adjustment letters, he could sell as much goods and develop as much goodwill, through the seemingly negative means, as most salesmen can in a positive way. He is very largely right. Let us consider for a moment just what a complaint represents, from the point of view of service opportunities:

When one of our salesmen, who has been working pretty strenuously to secure the order of a certain individual, finally succeeds, his work is practically over. The rest now lies with the house, very largely. If we assume that everything has gone well with the customer for two or three months; that his orders have been coming in regularly, we find that we have added an asset to the institution, of the type necessary to the development of the business. Suppose, though, one morning something goes wrong. We ship him goods that he didn't order, or not enough of the material that he did order, and he comes right back with a complaint. Right here is where many a customer has been lost to the house forever. In too many cases the reason for this customer turning his business elsewhere lay in

OVER
100,000
PER DAY

The volume and quality of The Globe's telegraph and cable news have won and maintained for it the leading position as a general newspaper among Canadian dailies.

The volume and quality of the local news in the City News Edition are winning for The Globe an additional body of readers in Toronto and vicinity. The City News Edition reports local events to an extent that has never before been possible in the morning field. People in Toronto no longer have to "wait till sunset to know what happened yesterday" in their own city.

And so, 40,000 families now read the City News Edition of The Globe every day.

Which gives the general advertiser in The Globe a net cash paid circulation of

OVER
100,000
PER DAY

No premiums and no contests have been used to build up a circulation almost three times as large as that of any other Canadian morning paper, which like The Globe, has not resorted to these methods to secure its readers.

The Globe
TORONTO

Dominant Medium in Canada's Greatest Market-Place

Member Audit Bureau of Circulations

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

the fact that he had received an adjustment letter that had completely alienated him by its lack of the Service Spirit.

Please bear in mind that the customer does not look for the Service Spirit as a thing in itself. He is interested subconsciously in the effect, rather than in the thing that produced it. Suppose now, in answer to the complaint, he received the first class of adjustment letter, just discussed. It might go something like this:

"DEAR SIR:

"Your complaint of the 14th, in regard to the half gross of shoe laces you stated were not in the case, is received, and contents carefully noted. We have thoroughly checked our records and find that these laces were packed with your shipment. We find, further, that the contents were checked twice—once by the packer and once by the inspector, and in each case our records show no possibility of the shoe laces not being included. We feel, however, that the matter is too small to trifle with, and will send you the laces separately.

"Yours truly,

"_____ CO."

One of the things that amazes me is the splendid patience of customers who receive letters like this right along, and still hold on. The chances are that most of them, as actually happens, become rightly indignant at treatment such as this, and turn their business into other channels where they are given Service that befits their own standards.

Sometimes, though, the complainant received the second class of adjustment letter, that goes something like this:

"DEAR SIRS

"We have your letter of the 23rd, regarding the half gross shoe laces that did not reach you. We are sorry they failed to arrive, and are sending you a duplicate order by parcel post.

"Yours truly,

"_____ CO."

In this case the customer gets the facts, nothing more: no desire to sell him on the fact that such mistakes aren't regular procedure; no real Spirit of Service. The entire letter is formal, stereotyped, and quite lacking in the sales spirit. It has this advantage, though. It is brief, to the point. Above all, it gives the man what he asks for, right out. When it comes to making a choice of this letter and the one previously quoted, we are, of course, unanimously in favor of the latter.

It is possible, though, to go even farther and to write an adjustment letter of the kind that not only satisfies the customer because of the facts, but that sells him so thoroughly on the service that the house is able to render, as to make it practically impossible for a rival concern to secure his business, all other things being equal.

The right kind of adjustment letter can do even more. It can make of the customer a confirmed booster and enthusiast of the type that can bring in, through its own influence, more trade than the most costly ad. The book letter mentioned in this article is a sample of the third type of adjustment letter that is more than merely an adjustment letter. It is a symbol of Service, of the type people cannot help liking.

How about our collection letters? Can you recall in your whole business history even a half-dozen collection letters that have really manifested any desire to do other than collect the money? Isn't it a fact that most collection letters of to-day are cold and icy? Aren't letters of this type altogether too common?:

"GENTLEMEN:

"This is the third letter we have sent you regarding the $47.21 you owe us on the purchase made four months ago. We have as yet failed to receive a remittance from you.

"You know, of course, that when we sold you your floor coverings we did so on the assumption that you intended to pay your debts. We still like to believe that you intend to deal honorably with us, but cannot understand why you have failed to remit. Please let us have your cheque at once so as to make it unnecessary for us to take any harsher measures. May we hear from you at your earliest convenience?

"Yours truly,

"_____ CO."

I have been trying to find out why it is that a great many collection managers seem utterly to forget that concerns owing them money might possibly have a mighty good reason, other than to evade, behind their apparent "slowness" to settle. It would amaze those of us who hadn't made a study of the thing to realize how many good customers have been lost altogether because a collection correspondent sent out a vinegar-like demand for money, that was not only unbusinesslike, but often totally uncalled for.

Right here, let me anticipate collection executives, who may rise to say that there are many instances wherein vigorous letters are demanded. That is quite true. There have been cases that I have known of personally that required nothing short of force to pry loose money from people that had no reasons for not paying, other than laziness, indifference, or what verged upon dishonesty. My thought here, though, deals mostly with the rank and file of our customers. With those who, perhaps, may have a mighty good reason for not settling, or with those whose honesty is really unquestioned, and whose money might easily and cheerfully be collected by collection letters that have more of the Spirit of Service in them, instead of letters of frigid demands, made in an impersonal way, for the money.

Which letter would make you feel better—the floor-covering one, given above, or this?:

"DEAR SIR:

"It sometimes happens, when statements come into our office, that we just dump them into the waste basket with the thought: 'Oh, that bill was approved and cheque was mailed some time ago,' but we occasionally find that we were mistaken and our credit just to that extent has been impaired.

"Now the amount represented by the attached statement is small, and it may not be right, and it may have been paid, but our business is entirely made up of these small items, and our books show that the charge is correct, and that it has not been paid.

"Won't you please have the account looked up, and, if it is correct, won't you have the cheque mailed us promptly?

"Yours very truly,

"_____ CO."

Or this?

"DEAR SIR:

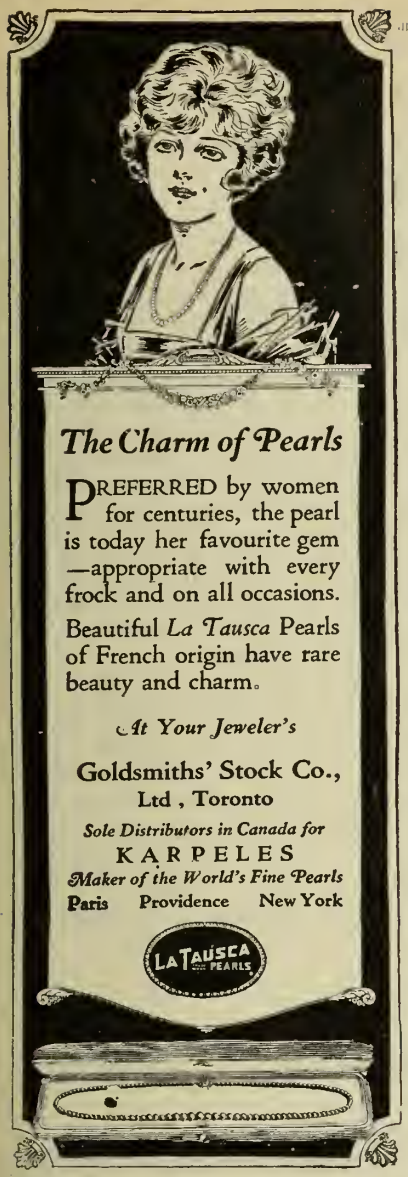
"Three and a half months ago we shipped you two bales of cotton gauze, on the regular thirty-day terms. Since that time two statements were mailed, but you have not replied to either.

"It is very highly possible that these goods never reached you, or that, having arrived, were not all that you expected. If either of these assumptions is correct, will you kindly notify us at once so that we can make everything right with you immediately?

"For over sixty years that we have been in this business, nothing has given greater satisfaction than the fact that our customers have considered our Service to mean something they could depend on. If it hasn't meant this to you, we want to know it.

"On the other hand, if everything is O.K. with your shipment, the amount of the enclosed statement is due and pay-

THESE articles and Mr. Balsam's department on "Marketing by Mail" are creating a great deal of attention in both Canada and the United States. It has been pointed out that MARKETING is the only advertising journal on the continent carrying a department devoted to direct-mail problems edited from headquarters. As secretary of the Direct-Mail Advertising Association Mr. Balsam handles an immense amount of matetial, the best of which is condensed and presented to MARKETING readers in these articles and in the department which appears every issue.


The Charm of Pearls
PREFERRED by women for centuries, the pearl is today her favourite gem —appropriate with every frock and on all occasions.
Beautiful La Tausca Pearls of French origin have rare beauty and charm.
At Your Jeweler's
Goldsmiths' Stock Co., Ltd , Toronto
Sole Distributors in Canada for
KARPELES
Maker of the World's Fine Pearls
Paris Providence New York
LA TAUSCA PEARLS

Reduced from large size

Proofsheet No. 23

The Advantage of Black and White

Black and white generously proportioned and laid out in attractive form—builds an excellent advertisement. The space used is immaterial—so long as the proportions are right.

This rule was never more effectively demonstrated than in the advertisement of Goldsmiths' Stock Company, Ltd., reproduced herein. Although the space used was small, it occupied a prominent position in the London "Free Press," and as a result carried its message to the majority of the residents of London and Western Ontario. Goldsmiths' are another national advertiser who use the London "Free Press" as their exclusive medium in London.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

able. You doubtless will be glad to forward your cheque.

"Yours truly,
"_____ CO."

This letter strikes me as a pretty fair sample of introducing the Service note into collection methods. It brought this reply:

"GENTLEMEN:

"Thank you for your very cordial letter of the 17th inst. It isn't every day that we have the pleasure of receiving letters as friendly and interesting as this. You are right in assuming that the goods failed to arrive. They aren't here yet. Will you kindly trace them?

"As you know, it is not our policy to pay for goods until we get them. This works no hardship on your company, since your goods usually arrive within the thirty-day period. In this case, however, your letter has convinced us that you mean to do the right thing, and we are enclosing our cheque, which you will find herewith. We are glad you wrote the way you did.

"Yours truly,
"_____ CO."

Yes, it is possible to inculcate the Spirit of Service into collection letters. The reward is a very splendid one, indeed, in that it immediately lifts your letters into a class high above all others that come to the customer's desk. It is easy to see what prestige, what sales power, and what good-will force such letters possess.

Do you know why it is that letters with the Service Ideal always win? They do so because they are in harmony with the basic laws of nature. Nowhere in the world is it truer that, "he who serves most, gains most," than in the field of business letter writing. This is true, not only because of the intrinsic merits of such letters, but because of their sheer unusualness. The world is, literally, very hungry for that kindly bit of attention, for a little more Service, and a little more personal interest. A very remarkable salesman said to me that the reason he invariably tops the list for his concern is that he *never tries to sell goods.* He aims to render a service to the buyer: a service so good and so essential that the product that he is pushing is a necessary incidental to complete his service.

So it is in sales letters, adjustment letters, collection letters, and any other type of letter you may conceive. Once letter writers realize that Service should come first, they will realize another more important thing; that once they give their men the right kind of Service and the right kind of attention in their letters, the specific thing they have in mind and hope to "put over" will take care of itself.

NO FLEETING BUTTERFLY.

This Spirit of Service that is talked about so often isn't a fleeting butterfly of a thing. It isn't something that merely sounds well on lecture platforms and reads well in articles. It isn't a might-be or a probability of any sort. It is a concrete, actual fact that has been capitalized by some of the finest business brains on the continent. Two very important automobile makers in Detroit have said time and again in their letters and advertisements, that they are not selling cars, but Service. In one instance, people have bought Service to the tune of over a million cars.

SATISFY FIRST—PROFIT AFTER

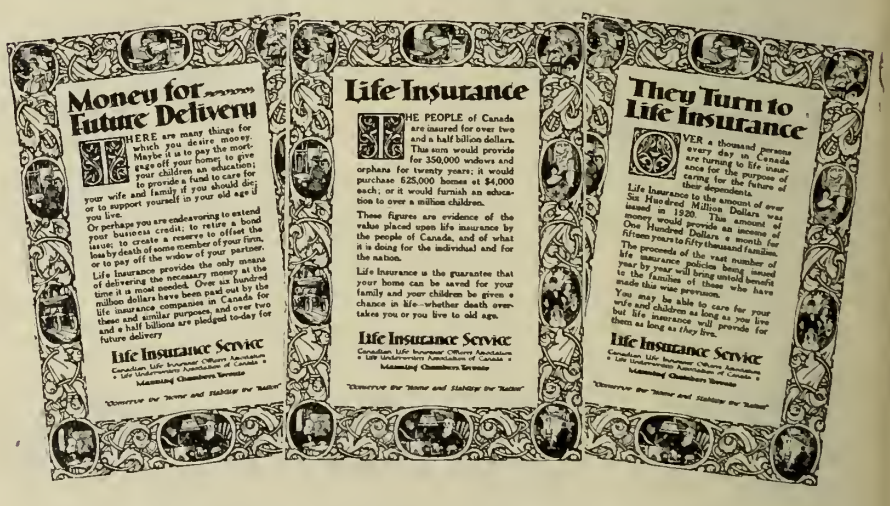
Why is it that you and I and the other fellow are ready to go far out of our way for contact with those who cater to our interests and take care of our needs in a way we like to have our needs cared for? Why is it that we are not only ready to pay the price people ask for Service, but unhesitatingly spend more than we expected to, and feel that we are getting our money's worth when people show us, either through the written or spoken words, that their aim is first to satisfy us, and second, to make a profit thereby. You know the answer to these things. And you can readily see, too, just why letters that embody these Service Ideals are the ones that are reaping their golden harvests, even in these unusual times.

Never before in the history of business has there been greater need for attracting new trade and for keeping the old, than exists at the present time. Never before, therefore, have letters, routine letters, played such a tremendously important part. Never before have we had such a genuine opportunity to reap unusually large results, at such low costs, through our routine letters, and never before has this opportunity to build our business, through the medium of Service, embodied in letters, been so near to us as it is to-day.

In the next article we will talk about Five Successful Sales tactics. These have been gleaned from actual experience with nearly a quarter million sales letters, written by concerns all over the United States. These rules are practical and have been provocative of very gratifying results in hundreds of cases.

* * *

Life Insurance Campaign Starts


Money for Future Delivery
THERE are many things for which you desire money. Maybe it is to pay the mortgage off your home; to give your children an education; to provide a fund to care for your wife and family if you should die; or to support yourself in your old age if you live.
Or perhaps you are endeavoring to extend your business credit; to retire a bond issue; to create a reserve to offset the loss by death of some member of your firm, or to pay off the widow of your partner.
Life Insurance provides the only means of delivering the necessary money at the time it is most needed. Over six hundred million dollars have been paid out by the life insurance companies in Canada for these and similar purposes, and over two and a half billions are pledged to-day for future delivery
Life Insurance Service
Canadian Life Insurance Officers Association
Life Underwriters Association of Canada
Mutual Life Chambers Toronto
Life Insurance
THE PEOPLE of Canada are insured for over two and a half billion dollars. This sum would provide for 350,000 widows and orphans for twenty years; it would purchase 625,000 homes at $4,000 each; or it would furnish an education to over a million children.
These figures are evidence of the value placed upon life insurance by the people of Canada, and of what it is doing for the individual and for the nation.
Life Insurance is the guarantee that your home can be saved for your family and your children be given a chance in life—whether death overtakes you or you live to old age.
Life Insurance Service
They Turn to Life Insurance
EVERY thousand persons every day in Canada are turning to life insurance for the purpose of caring for the future of their dependents.
Life Insurance to the amount of over Six Hundred Million Dollars was issued in 1920. This amount of money would provide an income of One Hundred Dollars a month for fifteen years to fifty thousand families.
The proceeds of the vast number of life insurance policies being issued year by year will bring untold benefit to the families of those who have made this wise provision.
You may be able to care for your wife and children as long as you live but life insurance will provide for them as long as they live.
Life Insurance Service

Above are reproduced the first three advertisements in the series now being carried by 60 newspapers in Canada, sponsored by the Canadian Life Underwriters and Canadian Life Officers' Associations. The copy is being placed direct by J. H. C. Graham, secretary of the former organization. The heavy border, hand-lettered headings, and ornamental initials certainly achieve distinctiveness for the campaign, but, as is usual in such cases, the actual message suffers a great deal through being overloaded with accessories. Atmosphere in the advertising of some products is much to be desired, but in the case of Life Insurance the argument's the thing, and it is doubtful whether the type in these advertisements will be very widely read. When the eye rests on an advertisement so completely boxed up and balanced in design there is the danger of the type being looked upon as merely an integral part of a pretty picture—something put there to enhance the general effect, rather than to convey a message.

Have You Overlooked 3,000,000 Canadian People?

Read What Mr. L. J. Cunniff, Manager of the H. K. McCann Advertising Agency Told the Cleveland Ad Club

"I wonder how many advertisers stop to think that one-third of our population—more than 3,000,000 of our people—are French-speaking. It is true that many of these people also speak and read English—but French is their mother tongue. French is the language they use most. It is the one they think in and it is the one in which they buy.

"2,500,000 of our 3,000,000 French people live in the Province of Quebec. Quebec is our largest province. Her area is 706,653 square miles. 18%—almost one-fifth of the Dominion lies within her borders. . . . Surely anyone remembering these facts will agree that how best to reach the French population is a factor to be considered in connection with any Canadian advertising and one to be specially considered in connection with a campaign to cover the province of Quebec. Yet, in some instances, it receives little, if any, attention.

"One of the big motor companies is now running a series of nice large advertisements both in Canada and the United States. Statistics show that the French people in the province of Quebec buy about four cars of the class advertised in this series for every one car bought by English-speaking people of the same province. Notwithstanding this, this big company has failed to include a single French publication in its list of Canadian advertising mediums."

Quebec City is the Heart of French-speaking Canada

The capital city of Canada's great French-speaking province is the logical starting-point for any campaign appealing to the three million French Canadians.

The logical "starting" newspaper in Quebec City is unquestionably "Le Soleil," which—until a month ago when one other publication made application for audit—was the only A.B.C. paper in the district.

Le Soleil now has ***50,000*** circulation, which is more than the total of all the other dailies in the Quebec district.

Le Soleil

Established 1896 **Member of A.B.C.**

Largest Circulation in the Quebec District

HENRI GAGNON, Managing Director

THE USE OF POINTING DEVICES IN MODERN COMMERCIAL ART

Clever use of the 'left and right' method of 'pointing' across an illustration. Rodin's eulogy of Watteau's masterpiece criticized by Frank Harris. Other recent examples of neat 'pointing devices'.

THE illustration here reproduced is easy to look at. The eye moves rapidly from face to face across the picture, until it rests on the product. It is part of an advertisement of JELL-O, clipped from a Canadian magazine, and the artist has scrupulously refrained from over-emphasizing what he has to sell. And yet, look at it how you will, the eye simply cannot miss the product.

What is the answer?

Why does the eye move rapidly from left to right across this illustration, recently used in a Jell-o advertisement carried by Canadian publications?

Such a question would "stump" the average layman. He does not, as a rule, analyze the psychological process involved in reading, or, in this case, merely g lancing, at an advertisement.

The average advertising man would not approve of the illustration at all. His tendency would be to take up the entire space occupied by this illustration with a picture of the product alone; but if he were nailed down to the question, the chances are ten to one that he would be unable to offer an explanation.

Pointing the Reader's Glance

Put your problem to an artist and he will immediately point out that the effect is gained by directing the gaze of five out of the seven characters in the group toward the product. One child, of course, is conspicuously pointing at it. The mother is bending over it. All of these things serve to 'point' *your* glance in the same direction, he would say. And he would be right.

But that isn't the only reason.

There is another, which is forcibly brought out by Frank Harris in an article on Auguste Rodin. The famous sculptor was a great admirer of "movement" in art. He insisted that both painting and sculpture can represent action to a much greater extent than is commonly supposed, and taking the masterpiece of the French artist, Watteau, — "L'Embarquement pour Cythere"—as an example, he once expressed the highest praise of the method employed to focus attention upon the boat. "The painter begins," he says, "on the right, by showing a lover kneeling to his mistress and trying to persuade her to accompany him. A little nearer the centre another gallant is helping his mistress to her feet, as if they were just about to start; and so on. Below these figures on the knoll, and nearer the water's edge, a crowd of people are going towards the boat, the women as eager as the men."

These various groups undoubtedly carry the eye toward the anchored vessel; but Frank Harris cannot agree with Rodin that the picture is a "wonder-work."

Criticizes Watteau's Masterpiece

"The whole movement," he writes, "takes place from right to left of the picture, whereas it should proceed from left to right. It is probably our habit of writing and reading which makes it much easier for us to follow motion from left to right than from right to left. I have always felt a certain inconvenience in regarding this masterpiece of Watteau. The action of the picture should have begun on the left, and the eye would then have passed naturally towards the right from group to group instead of unnaturally, and with a certain effort, as it does now."

Here then, we have the complete answer to our question. In the JELL-O illustration the reader's glance is not only directed in a certain direction, it is directed in the "right" direction, and moves naturally from left to right.

Many advertisers nowadays use 'pointing' devices, but not all of them, it would appear, plan the art-work in their copy to carry the eye from left to right acress their space.

Examples of the Right Method

Another excellent recent example of the right method was the full page in colors carried by a number of Canadian magazines for Pompeian Beauty Powder, headed—"Do You Look as Young as Your Husband"

In this case the eyes of the two characters were turned away from the product. But the artist completely counteracted the directing influence of the glances by leading the eye to the woman's finger tips, which are outstretched in a natural feminine gesture towards the jar of Pompeian cream in the panel.

Perhaps the cleverest of such advertisements to appear recently was a color page for Congoleum Art-Rugs. At the left, a man was sitting, looking up over his newspaper. The background was a nicely furnished room, and at the other side—the *right hand* side of it—stood a woman, his wife, with whom he was evidently conversing. The reader's attention, directed by the man's glance, inevitably travelled from left to right across the room, and *in doing so* traversed a large expanse of Congoleum Art-Rug.

Simple, isn't it?

And how effective.

* * *

The Nor'-West Farmer, Winnipeg, announce an Exhibition Number, July 5th, pointing out that copy pulls well in the West in early July because it is between seasons. Crops are growing and the farmer is not so busy as during the more strenuous periods of seeding and harvesting.

British Columbia LEADS Canada in Land Values

Value Per Acre of Occupied Farm Lands in B.C. Advances 136 Per Cent. Since 1910

MOST of the world knows that British Columbia leads Canada in the wealth of its fisheries, and that it ranks second only to Ontario in the production of its mines and forests.

Few there are who realize that this far-western province ranks third in Canada in the value of its manufactures; and still fewer appreciate the strides made in agriculture during the past ten years among B.C. settlers.

The total sum of farm lands occupied in British Columbia is small in comparison with the agricultural provinces of the Dominion, but nowhere else is such intensive cultivation carried on. An extract from the Monthly Bulletin of Agricultural Statistics just issued by the Dominion Government shows that this intensive cultivation has increased the value of farm lands in British Columbia, since 1910, by over 136%, as compared with an average increase for Canada of only 45%. The following table illustrates this remarkable gain:

	1910	1920		1910	1920
CANADA.....	$ 33	$ 48	Ontario	48	70
P.E. Island.....	31	49	Manitoba	29	39
Nova Scotia.....	25	43	Saskatchewan.....	22	32
New Brunswick.....	19	35	Alberta	24	32
Quebec.....	43	70	British Columbia....	74	175

A few facts which throw light on British Columbia's development as an agricultural province were given by the Hon. Dr. Tolmie, Federal Minister of Agriculture, at Ottawa on April 7th.

The minister stated that there are now being successfully grown in Vancouver Island, for the first time in Canada, both tea and olives. He announced further that the Island's fig crop would be excellent this year; that filbert and almond trees are in full bloom, and that the bamboo crop is large enough to harvest for baskets and fishing poles.

"This," said Dr. Tolmie, "is an astonishing statement to those without our borders who are prone to think of Canada as a land of snowbanks and wild country."

The Vancouver Province has more circulation than all the important British Columbia dailies combined

Over 65,000 Every Day

The VANCOUVER Daily PROVINCE

THE VANCOUVER DAILY PROVINCE
ROTARY IS NOW SIXTEEN
WAS A NOTED B.C. FIGURE
QUEBEC'S LIQUOR BILL
Irish Insurgents Fire On Police from Screen Of Women and Children
C.P.R. WILL MAKE SURVEY OF MINERALS
GREECE TO LOSE PORTION OF THRACE
COAL REPORT IN A MONTH
American Withdrawal Disheartening to the French
DRY SHIPS ARE NOT POPULAR
CONTESTS WILL CLEAR THE AIR

ANALYSIS OF CIRCULATION STATEMENTS

BASED ON PUBLISHERS' STATEMENTS FOR SIX MONTHS ENDED DECEMBER 31st, 1921

PUBLISHERS' Statements for the period above mentioned now being available it will interest many advertisers to note the tabulated statistics given below. Obviously, only A.B.C. members are included in the analysis, and in these days when advertisers are being urged to study A.B.C. reports in detail, such a tabulation is of unusual value, giving as it does some idea of the quality, as well as the quantity of circulation possessed by Canadian periodicals.

Some papers may have shown circulation increases and others decreases since the compilation of these Publishers Statements last December, but in the main the figures afford a fair basis of comparison, being the latest figures available from all publishers for a given period.

The publications listed report no changes in advertising rates since publication of the 1921 "LYDIATT'S BOOK," where complete rate data may be found.

Analysis of Circulation Reports, Canadian Magazines, 6 Months Ending Dec. 31st, 1920

(Compiled by MARKETING from Publishers' Statements to A.B.C.)

Name of Publication	Total Net Paid	Net Paid inc. Bulk	Misc. Unpaid	Arrears Over Six Mos.	TOTAL	DISTRIBUTION % in Cities 100,000 or over	% in Cities 25,000 to 100,000	% in Cities 2,500 to 25,000	% in Towns under 2,500	% Arrears under 6 mos.	% Subs. Recd. through canvass	Prem. Offers	Circ. contests	Sub. per Copy	Rates per Year
WEEKLIES															
B.C. Veteran's Weekly	5,152	5,333	621	....	5,954	34.0%	16.0%	10.0%	36.0%	34.0%	57.0%	No	No	$0.05	$2.50
Christian Guardian	31,566	31,566	557	1,543	33,666	17.0%	5.0%	18.0%	47.0%	17.0%	60.0%	No	No	.10	2.00
Le Samedi	19,467	72,634	217	....	19,684	53.0%	....	....	47.0%	None	None	No	No	.10	5.00
Saturday Night	33,805	33,842	1,284	....	35,126	32.6%	12.8%	31.7%	22.8%	20.0%	50.0%	No	No	.10	4.00
World Wide	7,247	7,330	575	....	7,905	26.8%	7.8%	16.1%	49.3%	5.0%	Nil	Yes	No	.10	3.00
(MONTHLIES)															
Can. Home Journal	46,945	46,945	1,367	2,637	50,949	15.4%	12.2%	22.9%	29.1%	32.0%	75.0%	Yes	No	.20	2.00
Everywoman's World	102,516	102,516	2,300	....	104,816	14.7%	8.3%	25.0%	49.7%	19.0%	40.0%	Yes	Yes	.20	2.00
Le Panorama (S.M.)	10,680	10,680	160	....	10,840	56.0%	....	29.0%	15.0%	None	None	No	No	.25	3.00
McLean's Magazine (S.M.)	71,689	19,467	3,365	....	75,999	18.1%	9.8%	24.5%	46.4%	16.0%	60.4%	No	No	.20	3.00
Western Home Monthly	40,780	40,780	1,116	1,054	43,000	10.0%	5.0%	7.0%	77.0%	7.0%	20.0%	Yes	No	.10	1.00
Woman's Century	6,049	8,243	2,744	370	11,357	25.2%	20.2%	33.7%	1.7%	43.0%	65.0%	No	No	.20	2.00

Analysis of Circulation Reports, Canadian Farm Papers, 6 Months Ending Dec. 31st, 1920

(Compiled by MARKETING from Publishers' Statements to A.B.C.)

Name of Publication	Total Net Paid	Net Paid inc. Bulk	Misc. Unpaid	Arrears Over Six Mos.	TOTAL	% in Towns under 1,000	% in Towns 1,000 to 2500	% in Towns over 2,500	% Arrears under 6 mos.	% Subs. Recd. through canvass	Prem. Offers	Circ. contests	Sub. per Copy	Rates per Year
Farm & Ranch Review	41,383	41,991	565	9,784	52,340	87.6%	5.5%	6.8%	10.5%	15.0%	No	No	$0.05	$1.00
Farm & Home	21,639	21,639	1,957	.....	23,596	67.8%	3.3%	28.9%	14.7%	80.0%	Yes	No	.05	2.00
Can. Power Farmer	....	....	....	.....	....	....	....	....	....	....	....	....	....	....
Farmer's Advocate (Winnipeg)	41,351	41,840	1,213	.....	43,053	84.9%	12.1%	3.0%	10.1%	28.0%	No	Yes	.05	1.50
Free Press Prairie Farmer	40,637	40,707	3,917	.....	44,644	91.1%	4.7%	4.1%	11.3%	5.5%	Yes	No	.05	1.00
Grain Grower's Guide	74,905	75,216	1,061	.....	76,287	89.8%	5.2%	4.9%	6.9%	1.8%	No	No	.05	2.00
Nor'-West Farmer	56,684	63,026	2,050	10,602	75,678	91.9%	4.3%	3.8%	4.6%	17.0%	No	Yes	.05	1.00
United Farmer's Guide	15,820	15,820	1,057	717	17,594	90.5%	3.8%	5.7%	29.5%	14.0%	No	No	.05	1.50
Can. Farmer	22,739	22,739	578	8,404	31,721	79.0%	10.0%	11.0%	29.0%	50.0%	No	No	.05	1.50
Can. Countryman	31,852	31,852	1,421	4,925	38,198	89.2%	3.7%	6.9%	18.4%	30.0%	No	No	.05	1.50
Farm & Dairy	14,153	14,161	1,257	2,664	18,082	72.4%	9.8%	17.7%	9.7%	11.4%	Yes	Yes	.05	1.50
Farmer's Advocate (London)	31,297	31,374	1,421	3,114	35,909	93.5%	2.5%	3.9%	4.0%	17.8%	No	No	.05	1.50
Farmer's Magazine	31,520	31,522	1,321	2,620	35,463	80.3%	9.7%	10.0%	20.0%	61.5%	No	No	.10	2.00
Farmer's Sun	34,548	34,548	759	.....	35,307	92.5%	3.4%	4.1%	15.7%	None	No	No	.03	1.50
La Voix du Sol	3,263	3,263	144	465	3,872	81.0%	7.0%	12.0%	18.3%	55.0%	No	No	.03	1.50
Ottawa Farm Journal	23,656	23,659	316	.....	23,975	90.6%	4.0%	5.3%	12.6%	11.0%	Yes	Yes	.03	1.50
Family Herald and Weekly Star	156,802	156,802	1331	.....	158,133	80.5%	5.9%	13.5%	None	None	No	Yes	.05	1.50
Farmer's Wkly. La Presse	35,944	35,944	123	6,955	43,022	98.0%	2.0%	....	20.2%	2.0%	No	No	....	1.50
Le Bulletin des Agriculteurs	14,024	14,024	2,172	2,261	16,957	81.5%	14.1%	4.4%	22.3%	24.0%	No	No	.10	2.00
Witness and Canadian Homestead	18,853	18,853	659	.....	19,512	63.9%	8.5%	27.4%	5.4%	None	Yes	No	.05	1.65

Analysis of Circulation Reports, Canadian Business Papers, 6 Months Ending Dec. 31st, 1920

(Compiled by MARKETING from Publishers' Statements to A.B.C.)

Name of Publication	Total Net Paid	Net Paid inc. Bulk	Misc. Unpaid	Arrears Over Six mos.	TOTAL	% Arrears under 6 mos.	% Subs. Recd through canvass	Prem. Offers	Circ. contests	Sub. per Copy	Rates per Year
Bookseller & Stationer	773	775	349	34	1,213	5.7%	9.3%	No	No	$0.20	$2.00
Can. Foundryman	981	982	421	94	1,497	12.8%	42.1%	No	No	.10	2.00
Can. Grocer	6,383	6,384	621	269	7,274	9.6%	36.1%	No	No	.25	4.00
Can. Machinery & Manufacturing News	1,982	1,983	972	148	3,103	11.4%	34.4%	No	No	.10	4.00
Can. Motorist	12,915	12,915	623	...	13,538	None	12.8%	No	No	.15	1.00
Can. Motor Tractor	2,825	2,825	462	168	3,455	33.4%	98.0%	No	No	.20	2.00
Druggists' Weekly	1,837	1,839	342	105	2,286	5.9%	73.2%	No	No	.10	3.00
Dry Goods Review	2,212	2,214	755	72	3,041	11.3%	25.4%	No	No	.20	2.00
Financial Post	7,369	7,455	1,018	240	8,713	6.2%	36.5%	No	No	.10	5.00
Hardware & Metal	3,309	3,310	912	105	4,327	5.4%	24.4%	No	No	.20	4.00
Marine Engineering	1,042	1,042	312	74	1,429	7.0%	29.6%	No	No	.20	2.00
Marketing & Business Management	842	1,707	730	...	2,437	5.2%	2.0%	No	No	.20	2.50
Men's Wear Review	1,055	1,056	386	27	1,469	10.0%	17.2%	No	No	.25	2.00
Motor in Canada	....	....	....	....	....	....	....	....	....	....	....
Municipal World	3,646	3,646	102	...	3,748	None	None	No	No	.10	1.00
Power House	3,138	3,139	179	488	3,806	7.7%	37.4%	No	No	.10	2.00
Printer & Publisher	969	973	313	25	1,311	7.7%	28.4%	No	No	.25	3.00
Le Prix Courant	3,396	3,396	315	...	3,811	4.7%	75.0%	No	No	.20	3.00
Sanitary Engineer	1,300	1,301	284	56	1,641	10.0%	17.7%	No	No	.20	2.00
Sentinel	22,523	22,523	677	...	23,200	4.8%	10.0%	No	No	.05	2.00
Can. Railway & Marine World	2,202	2,203	345	9	2,657	1.8%	None	No	No	.25	2.00

Our Farm Sales Service

Strengthens Your Dealer Contact—It Does Not Duplicate YOUR Dealer Service

"DON'T conflict by duplication with anything now being done by the advertiser," was the sound advice given us by a successful farm paper service man. It was repeated so often by the leading publishers of the continent, during our investigation, that the warning was heeded. In planning our Farm Sales Service we benefitted by the experience of others, and have observed both their "do's" and "don't's."

Proven Methods We believe the sale of an idea is governed by the same factors as the sale of a washing machine, and accordingly have used the complete sales triangle in our efforts to impress dealers with the importance of well-directed national advertising and its effect on turn-over and profit.

We Believe in Advertising Advertising, the spearhead of sales effort, is being generously used and the retailers of Western Canada are being sold, through page space in the trade papers, and the idea of stocking advertised goods. Those lines advertised in The Nor'-West Farmer are brought effectively to their attention by the use of product, trade-mark and other illustrations.

Follow-up Backing up our advertising, we are circularizing the retail trade and reaching them direct with brief, interesting sales and advertising data that is encouraging proper co-operation with current campaigns and the use of dealer helps.

Clinched with Personal Calls And because we know that salesmen who benefit by the confidence established through advertising have greatly increased opportunities for real successful work, a representative of our Farm Sales Service is calling on every worth-while store in the Prairie Provinces and driving home the truths of retail success as related to advertising.

Gets Results This threefold service produces results—actual increases in orders for advertised goods. We know that we are making it increasingly easy for you to gain better dealer representation because the best stores respond most heartily to our efforts. In every particular our Farm Sales Service is in harmony with an extension of your own dealer service.

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A. B. C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

BERTRAM R. BROOKER, Business Manager

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 10 MAY 15th, 1921

Who Is Doing the Kicking?

The proposed extension of the existing tariff on advertising matter from the United States to the advertising carried by U.S. magazines circulated in Canada is arousing attention on both sides of the international line. Most of the published comment, however, appears to proceed on the mistaken assumption that the proposal concerns a new tax, and that the reasons for levying it are three in number—(*a*) to raise revenue; (*b*) to reduce the advertising of U.S. concerns in Canada to a minimum, and thus, (*c*) to give the Canadian advertiser a clearer field for "buy-at-home" propaganda.

Few seem to have realized that a tariff already exists on advertising matter from the United States, and that the proposal calls for nothing more than its extension to magazine advertising.

Fewer still seem to observe that—apart from the consequences involved for Canadian advertisers and publishers—the proposal at least puts an end to the discrimination which at present obtains against U.S. firms who choose to advertise in Canada by means of circulars, catalogues, posters, window trims, etc., all of which are dutiable.

Users of direct-mail matter and other dutiable forms of advertising in the States should bring this aspect of the matter to the attention of those magazines and trade journals across the line which are violently opposing the measure without fully comprehending its significance.

Even were it a new tariff, which it is not, protests or objections to so incidental a tax come with rather bad grace from a people which is planning to impose a tariff on products from Canada in face of the present exchange situation.

As a matter of fact it is doubtful whether many users of magazine space in the U.S.A. would seriously object to the suggested legislation. Most of them have long ago realized that the overlapping circulation of U.S. periodicals in Canada is of little value to them—partly for the reason, advanced by Mr. Cunniff in the speech quoted in the last issue of MARKETING, that it is not possible to successfully address another nation from the other side of an international boundary, no matter how similar the language and customs appear to be; and partly because too much local advertising is required, in addition to the magazine campaigns, to convince the Canadian consumer that the articles he sees advertised in American periodicals are actually on sale in his own home town.

Safe and sure Canadian business is assured only to those who are willing to spend money in Canada to get it.

* * *

Industry is organized to produce *goods*. Good products well merchandized will earn a profit; but the *products*, not the profit, are the real aim of industry.

* * *

Throw Away the Stilts

Fresh demands on the Government in the role of "Big Brother" were made during the disappointing national conference of builders and building trade mechanics at Ottawa the other day.

After three days of words and wind at the nation's capital these men dispersed without a single articulate plan or proposal that will benefit their business. Speakers threw up their hands and pleaded for Government intervention. Perhaps their nearness to the seat of authority weakened their intention of helping themselves. The "big brother" was just across the street. The instinct of the helpless youngster prompted them to squeal.

It was urged that the Dominion authorities should assume responsibility for the shortage of homes. One labor representative demanded artificial stimulation of the industry by the Government as an alternative to unemployment insurance, which he opposed, except as a last resort, because it savoured of "charity."

These men know that their industry is stalking around—as the *Globe* picturesquely puts it—on "financial stilts." They have had their taste of stilts and they don't want to come down to earth again. That's their business—or rather, lack of it!

But it isn't the Government's business.

The building industry should take off its collar and roll up its sleeves, as other industries have done. A simultaneous cut in materials and wages—advertised nationally as the utmost that may be expected for a stated length of time—would do more to stimulate construction than any tactics the trade or the Government could devise.

Throw away the stilts!

* * *

Manufacturers have been complaining that dealers have cancelled orders and demoralized production schedules. Dealers reply with the complaint that manufacturers have cancelled advertising campaigns and demoralized demand. Cancelled advertising breeds ill-will among retailers, to say nothing of the diminishing good-will of the consumers who so soon forget.

FIGHT FOR 44-HOUR WEEK THREATENS ADVERTISING SCHEDULES

Strikes in most of the principal cities of Canada, either threatened or now in progress, place publishing industry in a precarious condition—Engravers' and pulp mill employees' strikes add complications

THE fight for the 44-hour week throughout the printing centres of the continent is playing havoc with the publishing industry, and unless settlement is arrived at almost immediately there will be considerable interference in advertising schedules.

On the whole it is to be observed that the employing printers are presenting a generally solid front. Mr. James C. Acton, Recording Secretary of the United Typothetæ of America, in an interview given on May 7th at Buffalo, said:

"Twenty-two large cities. exclusive of Chicago and Montreal, give a total of 2,236 shops employing 21,400 men, of which 797 shops are affected, with 7,700 men on strike. In these pivot cities there are but 329 shops signed up for the 44-hour week, these shops employing only 1,580 men, indicating that only small shops run by union men weakened. All important plants presented a solid front; large shops heretofore union, now declaring for the open shop," he said.

"The Chicago wage controversy, pending since February, resulted in the men going back to work at $4.35 cut in wages in all departments. This was a decided victory for the employers.

"In Buffalo the situation is very encouraging to employers. All plants are running, and, after five days' strike, 50 per cent. of the men are at work. Baltimore printers, after arbitration, have accepted 10 per cent. reduction in wages. Philadelphia pressmen and feeders are at work 48 hours, and the bookbinders have withdrawn demands."

Employing printers in chief centres of Canada are also showing fight. Among many indications of this attitude which may be quoted there is a resolution passed by the Canadian National Newspapers & Periodicals Association, which embraces publishing printers from coast to coast throughout the Dominion. It reads:

"That the direct representatives of the Canadian National Newspapers & Periodicals Association in meeting assembled on April 22, 1921, hereby declare their unqualified objection to any reduction in hours of labor, or to any increase in the rate of pay to members of the Typographical Union, at the conclusion of the present agreement on May 31, 1921; and hereby appoint a committee to co-operate with the Toronto Branch of the United Typothetæ of America, and that the Toronto Typothetæ be advised accordingly."

In Regina *The Leader-Post* suspended publication of regular issues on May 5th. On that date the following notice was printed on the first page of both papers:

"The practical suspension of the publication of Regina newspapers will follow the commencement of the printers' strike this evening. While we regret the inconvenience that the public will be subjected to, we feel that we are powerless in the matter. Steps will be taken to issue locally morning and evening, news bulletins, and regular subscribers will receive credit on their subscriptions to the extent of the duration of the strike."

Two papers in St. John, Newfoundland, were reported to have ceased publication on May 2nd, owing to a printers' strike.

In Peterborough, Ont., *The Examiner* is continuing to publish small editions in spite of the strike. At the end of the first week of the walk-out they were issuing ten-page papers.

The Mercury and *Herald*, Guelph, have completed a new agreement with the local union, in which both sides have agreed on the 48-hour week.

At Kingston, Ont., the job printers have been granted the 44-hour week, but no increase in pay.

Photo Engravers Out

Photo-engravers in both Ottawa and Montreal are on strike, the employers standing out for a 48-hour week at lower wages than the men demand.

Over 200 men are out of work in Hamilton where the employing printers, with the exception of 2 or 3, are standing firm and urging the printers to continue on the 48-hour basis until the controversy is settled in other cities.

Printers have struck in Halifax, N. S., also.

In Toronto existing agreements run until May 31st, and unless the issue is pretty generally decided elsewhere a strike seems inevitable.

In Winnipeg the newspapers have schedules running to July 1st. But, in the West, another complication arises which threatens a number of papers with suspension. The plant of the Fort Frances Pulp and Paper Company closed down on May 1st, owing to the strike of over 1,000 employees resulting from the effort of the Fort Frances mill, in association with other paper manufacturing plants, to put into effect certain changes in wages and working conditions. The companies proposed a wage reduction of about 30 per cent.; a nine-hour day instead of eight hours; straight time payment for overtime worked; and proposed also that the schedule of wages should be subject to change by either party on ninety days' notice, and that union jurisdiction should apply only to men regularly employed at manual labor inside the walls of mill structures. The unions unanimously refused to comply with these conditions.

Western Papers Jeopardized

All shipments of newsprint ceased on May 1st, and this may conceivably mean complete suspension for the following papers who depend on the Fort Frances mill for supply: *Winnipeg Tribune, Brandon Sun, Regina Morning Leader, Regina Daily Post, Moose Jaw Times, Saskatoon Star, Saskatoon Phœnix* and *Prince Albert Herald.*

The disruption of the printing industry by the well-nigh national extent of employees' strikes not only threatens the regularity of advertising schedules in Canadian publications, but, if the printers have their way, all printing costs will show a marked increase at a time when increases are thoroughly and deservedly unpopular.

The Toronto Typothetæ points out that:

"Nearly a year ago (although the wages agreement at that time had over a year to run), the Toronto Master Printers gave their employees voluntarily a 10% advance in their wages, making the minimum wage $35.20 for a 48-hour week. This was given in recognition of the fact that living costs were then advancing. The cost of living is now declining, but the printers are asking $44.00 per week."

This statement was contained in an advertisement carried by Toronto newspapers, and it was matter for remark that while the Typothetæ believed the situation called for the use of paid space, the International Typographical Union's reply to the first advertisement was carried as a reading notice—gratis!

* * *

Export Club to Stimulate Canadian Trade Abroad

An organization that intends to grapple in dead earnest with the world-wide contest for foreign trade was inaugurated in Toronto during the last week in April. The Canadian National Export Club is the name of this association of manufacturers and others interested in the extension of Canadian commerce overseas. In the course of his address at the inaugural banquet, G. F. Towers, superintendent of the Foreign Trade Department of the Royal Bank of Canada, said: "Canadian business is being drawn out of the sheltered nook of war years to the full blast of competition with other industrial nations. Only by co-operation of every wheel in the machine can Canada be driven forward to prosperity and success."

The object of the club, whose active members will be men employed in the export departments of Canadian manufacturers and officials of national manufacturing organizations, is to develop Canadian export trade, by the spreading of reliable information on subjects relating to export trade, and by co-operation with the Department of Trade and Commerce, the C.M.A., and similar national organizations. The club will also assist in the formation of local export clubs, which will be modelled after it on a smaller scale, and also affiliated with it.

What is a Salesman?

Nine qualifications necessary to the make-up of the super-salesman

By R. Sykes Muller

THERE are a lot of people running around in circles on railway trains and other conveyances who are called "salesmen." How many have you personally met that are real salesmen, according to the following definition, which I have made my definition of salesmen?

1. A salesman should be a student of everything, analyst of everything he sees and comes in contact with; should be able to sum up a situation almost at a glance.

2. He should not only believe in his goods, but he should know all there is to know about them.

3. He should not be prejudiced against a competitor's goods, but he should know wherein they compete with the product that he is selling, and wherein his product is better, even to the smallest detail.

4. He should know the methods of manufacture of both his product and that of his competitors, even to the smallest detail.

5. He should know exactly how his product acts in use, as compared with its competitors.

6. He should know all about the promotion that is being done for his product and for its competitors.

7. He should know how to apply the knowledge of that promotion to his benefit, as he may be able to show it on the order book, for advertising is not meant entirely for the consumer, although it be published in consumer publications. It is one of the strongest possible selling features if used properly with the retailer and the jobber.

8. He should at all times be ready with courteous service to help out a distributor of his product. It may often mean his being a sort of office boy, but it builds a goodwill that it is practically impossible to break down.

9. He should be a keen student of character analysis; in other words, he should so learn types of men who are buyers of his product that he may be able, at a glance, to size up the man correctly to whom he is attempting to make a sale, and be able to determine the kind of solicitation or talk that he needs to put on for that man; he should be able to formulate the answers of the person to whom he is talking by the kind of questions that he asks. It is always best to keep the other fellow on the defensive, if you can do it without seeming to insult his intelligence, for it is far easier to talk from the lead standpoint than it is to answer from the follow standpoint.

The successful salesman is the one who makes the buyer feel that he is doing him a favor and rendering him a service in placing the goods which he is selling in the buyer's hands. He should learn that it is a valuable impression to create that the goods he is selling help to build the prestige of the distributor, and help to build the goodwill for him that would be impossible when handling the competitive line, but he should never, under any circumstances, mention a competitor or a competitor's product, for to even suggest another product or another firm's name means advertising to both.

The successful salesman is he who forgets every other firm or product except his own, and never under any circumstance does he knock his competitor, for each knock has invariably proved to be a boost. When I hear one man running down another, I always feel that the one who does the knocking is either jealous of his competitor's success or else he is very much afraid of his ability, and it has always been my policy in business to refrain from saying anything if I cannot say something good. It is no discredit to be an ignoramus if you don't want to talk. Every salesman must, to be successful in the accomplishment, put these suggestions into action without insulting his prospective purchaser; in other words, he can do it by making it appear to the other fellow that these suggestions, or a large part of them, are his.

The average salesman is so absolutely afraid that his order is cancelled before it is taken; he over-reaches in his effort to get that particular order then. He forgets there is to-morrow, when he may come back if he leaves the way open. He sacrifices goodwill in his anxiety to produce, but the man who is the most successful in the end is that man who builds goodwill first and doesn't even talk sales until it is built.

The successful salesman remembers that no matter where he was born, or to what country his sentiment now leans, he must never, under any consideration, wave his flag in the face of a man who claims allegiance to another country. He always respects the other's viewpoint. In short, he, "when in Rome, eats spaghetti."

* * *

What the Census Will Tell Us

Market analysis has come to play an important role in the development of Canadian business. The executive who acts from intuition rather than from reason is beginning to find himself profoundly distrusted. The analyst and the statistician is coming into his own.

An even greater demand for statistics in business will probably follow the publication of reports dealing with the Census of Canada, which is to be taken next month. More accurate analyses will be possible, and owing to the additional data which will be gathered this year, information will be available for more detailed and thorough investigation than ever before.

The 1921 Census will be the most elaborate ever undertaken in this country. It includes the census of the wealth of Canada and of every domestic animal of economic value. There are 34 questions to be answered by or for every person in the Dominion. Special information will be demanded of business firms, and the most complete enumeration of everything connected with agriculture will be asked of farmers.

There are four forms to be filled in as follows:

(1) Covering the ordinary household or place of permanent residence.

(2) Covering deaf mutes and blind people.

These are entered on the regular form, but the enumerators must also make supplementary lists.

(3) Covering business firms, giving the class of business (wholesale, retail or manufacturing), and the kind or nature of the business.

Financial agents, stock brokers, real estate agents, banks, insurance companies, commodity brokers, and business agents who do not keep stock in hand, are not to be thus enumerated. Neither are doctors, lawyers nor other professions.

(4) Covering products other than those grown on farms.

The answering of this last will entail real work, for people will have to supply details as to products from gardens, hothouses, poultry, bees, and give the number of horses, mules, cattle and sheep.

The ordinary form (No. 1) which must be filled in at every home in the city, has some thirty-four details to be filled in as follows:

1 to 5—Names of each person in the house, street, city. 6—Is the house owned or rented. 7—If rented, what rent. 8—Class of houses. 9—Materials of construction. 10—Rooms occupied by family. 11—Relationship to head of family. 12—Sex. 13—Single or married. 14—Age last birthday. 15—Where born. 16—Where father was born. 17—Where mother was born. 18—If born outside Canada, year of immigration. 19—If born a foreigner, year of naturalization. 20—Nationality. 21—Racial or tribal origin. 22—Can speak English. 23—Can speak French. 24—Can speak any other language. 25—Religious denomination. 26—Can read. 27—Can write. 28—Months at school since September (children). 29—Chief occupation or trade. 30—Employer, employee, or working on own account. 31—Total earnings in past twelve months. 32—If out of work on June 1, 1921. 33—Number of weeks unemployed in the past twelve months. 34—Number of weeks unemployed from June 1, 1920, because of illness.

Even from this brief outline of the work undertaken by the 235 Census Commissioners it can be seen that figures will be obtained which will be invaluable for the purposes of market analysis.

The hour of reckoning is midnight on the night of May 31st, or, rather, at the precise moment when that day passes into the 1st of June.

* * *

The vanguard of what is believed will be a large movement of farmers from the United States to Saskatchewan this year, has commenced. The newcomers are from points south as far as Iowa and Missouri.

A Service Which Brings the Retailer to You!

IT has been truly said that "Necessity is the Mother of Invention!" Only six short years ago the greater proportion of manufacturer's advertising was undertaken with a "hit or miss" feeling. The fact that an immediate competitor or some other large non-competitive firm had adopted "national publicity" as a partial sales-policy had some effect in getting campaigns started —but the big underlying factor was the manufacturer's belief in his own product.

For the most part the manufacturer "hoped" that his advertising would force consumer demand—create a greater distribution of his goods—and the merit of the product itself would "put-it-across."

In certain cases where intensive supplementary sales-effort chiefly directed at the retailer was expended—it "worked"—in others it "failed." Where lay the weakness? If advertising was destined to grow it was surely the publisher's "move" to discover and remove the "cause."

The Guide came to the conclusion that publishers generally had failed to recognize the true position of the retailer in the making of sales! He is the final salesman! Why should not the publisher supplement the advertiser's own efforts to cultivate his acquaintance? And strategically the publisher could better render this "plus service" than the advertiser himself.

Thus, five years ago, saw the inception of The Guide's "Dealer Service Bulletin" when it made its bow to the retail merchants of Western Canada.

That our judgment was right is evidenced in the number of daily newspaper dealer publications which have followed in its wake—the moreso—when the trend of progressive merchandising plainly shows the desire of manufacturers to support their wholesalers and jobbers by encouraging greater retailer enthusiasm.

The cumulative effect of five years in the *filling of a long-felt need has won an unbounded enthusiasm in

The Grain Growers' Guide

And Its Auxiliary Services

by Western Canada's Leading Retail Merchants. Because:—

1. These merchants know that The Guide's 82,000 paid circulation weekly is the dominant circulation in the field. They know this circulation is entirely rural and therefore wholly affects their customers.
2. They know that because The Guide is owned by its readers the advertising in their own paper has a double appeal.
3. For 5 years, these merchants have, one here and one there, been gradually testing the truth of the principle we have laid before them—that their hooking-up with nationally-advertised brands pays. They have seen faster turn-overs and larger profits.

The Guide stands ready to put you in touch with the live retailers of Western Canada—men who are sold on the profitableness of advertising standardized lines. The Guide advises these retailers monthly and in an authoritative manner concerning those firms who are prepared to co-operate with the retailer to build more sales.

We shall be pleased to show you the results we have secured for several national advertisers if you request same on the firm's stationery. Why not write for this information and full particulars to-day?

Women's Numbers

The Household Magazine Number is published the *second* issue of each month. Practically the whole of the reading matter in these numbers is of peculiar interest to the woman-of-the-home and her problems. When an ad is intended for women the added advantage of securing a position adjoining reading matter of purely woman interest cannot be over estimated. And this is not usual with the average farm journal. If your product relates to the home your schedule may well include these regular monthly issues.

*Many thanks for this service—It fills a very long-felt want. W. Parsons & Son, General Merchants, Manitou, Man.

Address nearest office

Head Office: WINNIPEG, MAN.

Toronto, Ont., 53 Yonge St. | **Montreal, Que., Gardenvale P.O.** | **Moncton, New Brunswick**

New York, N.Y., 1478 Broadway

Members A.B.C. ***Published Every Wednesday***

Selling More Cars Than Last Year

Despite talk of hard times Kitchener's leading automobile dealers are selling more cars than last year

and Getting Larger Cash Payments

Kitchener is an industrial city built on a solid foundation, and is never subject to "hard times" in the real sense of the word.

Advertise NOW. It pays.

Rates from any recognized agency or direct

The Daily Record

Member of A.B.C.

Kitchener, Ont.

98,000

AGATE LINES

of Foreign Display Advertising is the Record of

The Reformer

OSHAWA

For the first four months of this year

PUBLISHED

Every Other Day

Tuesday
Thursday
Saturday

INCLUDE IT IN YOUR "DAILY" LIST

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR APRIL

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	APRIL 1921					APRIL 1920		
Macleans Magazine	2	700	35,065	881	54¼	58,788	1,007	85
Canadian Home Journal	1	700	31,539	1,221	4¾	32,777	1,443	48
Everywomans World	1	800	16,597	6,836	29¼	24,788	2,526	34
Western Home Monthly	1	720	15,830	1,757	24¼	21,690	1,702	32½
Christian Guardian	4	700	12,718	140	18¼	not checked		
Canadian Magazine	1	224	11,370	1,638	58	13,085	1,501	65
World Wide	5	700	8,393	174	13	8,534		12

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR APRIL

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total	
	APRIL 1921						APRIL 1920	
Canadian Countryman	5	700	62,279	4,335	184	66,798	75,174	
Grain Growers Guide	4	720	61,728	1,967	495	64,190	96,252	
Farmers Advocate (London)	4	720	56,166	9,118	235	65,519	100,783	x
Nor'West Farmer	2	720	49,782	3,263	49	53,094	72,869	
Farmers Advocate (Winnipeg)	4	720	45,426	1,564	112	47,102	72,341	
Farmers Magazine	4	700	35,891	2,326	339	38,556	49,232	xx
Canadian Farmer	5	700	33,568	4,839	1,576	39,983	46,067	xxx
Farm & Ranch Review	2	720	30,591	1,046	967	32,064	51,882	
Farm & Dairy	4	700	26,532	3,203	344	30,079	55,679	
Maritime Farmer	2	672	24,572	1,277	1,413	27,262	31,832	
United Farmers Guide	3	720	19,086	1,010	....	20,096	24,272	xx
Family Herald & Weekly Star (Eastern)	4	940	88,223	516	4,110	92,849	102,474	
Family Herald & Weekly Star (Western)	4	940	80,791	336	3,616	84,743	not checked	
Ottawa Farm Journal	9	2,432	62,706	5,664	5,697	74,067	107,027	
Farmers Sun	9	2,400	58,832	674	1,883	61,380	83,761	xxxx
Farm & Home	4	1,025	49,651	288	3,383	53,322	47,782	x
Free Press Prairie Farmer	4	1,175	28,483	65	8,196	36,744	42,109	
Montreal Weekly Witness	4	872	11,107	....	3,404	14,511	25,540	

x—5 issues. xx—2 issues. xxx—9 issues. xxxx—8 issues.

VOLUME ADVERTISING. MARCH 1921 IN REPRESENTATIVE CANADIAN DAILIES

Name of Paper	Foreign Display	Local Display	Total Display	Classified	Total Lineage
Edmonton Journal	221,606	446,670	668,276	167,412	835,688
Vancouver Province	243,320	690,270	933,590	274,806	1,208,396
Vancouver Sun	95,424	373,632	469,056	96,432	565,488
Victoria Daily Times	135,030	462,534	597,564	98,098	695,662
Winnipeg Free Press			805,193	531,281	1,336,474
St. John Telegraph	170,925	164,700	335,625	16,350	351,975
St. John Times-Star	177,750	250,875	428,625	47,400	476,025
Brantford Expositor	161,770	379,428	541,198	51,422	592,620
Galt Reporter	89,152	212,030	301,182	17,556	319,920
Kingston Whig	113,134	354,746	467,880	24,822	492,702
Kitchener Record	97,580	233,030	330,610	24,598	355,008
London Free Press	210,375	283,125	493,500	84,300	577,800
Ottawa Journal	194,753	409,206	603,959	45,157	649,116
St. Catharines Standard	107,926	288,288	396,214	36,932	433,146
Windsor Border Cities Star	174,786	382,932	557,718	101,419	659,137
Charlottetown Guardian	94,227	104,809	199,036	4,532	203,568
Montreal Gazette	215,872	426,742	642,614	11,609	654,233
Sherbrooke Record	152,000	174,250*	326,250		326,250
Moose Jaw Times	100,345	212,534	312,879	42,987	355,866
Regina Leader	210,629	311,698	522,327	166,789	689,116
Regina Post	161,218	210,109	371,327	166,789	538,116
Saskatoon Phoenix	110,728	365,941	476,669	90,519	567,188
Saskatoon Star	161,408	375,112	536,520	111,749	648,269

*Includes Classified.

Contracts are being sent out by the Federal Advertising Agency Ltd., covering a campaign for the Ellis Furniture Co., Ingersoll, Ont., who are now marketing in Ontario a patent ironing-board.

✣ ✣ ✣

Ferry's Seeds are being advertised in three-column space in Canadian papers, the copy being placed by N. W. Ayer & Sons, Philadelphia.

Copy announcing the appearance on the musical market of Sun phonograph records, made by the Sun Record Co., 210 Adelaide St. W., Toronto, is being placed McKim's Toronto office.

✣ ✣ ✣

Full page newspaper copy has appeared in some Eastern papers for Hawthorn Fabrics, manufactured by Hawthorn Mills Ltd., Carleton Place, Ont. McConnell and Fergusson, Montreal, handle the account.

Another "*World*" is Sold

The Vancouver World was sold on April 28th to Charles E. Campbell, of that city, and Liberal associates. It has been reported that Mr. Campbell is already a large stockholder in the *Sun*, but apart from a small interest held by Mr. Campbell before the paper passed to its present owner, R. J. Cromie states that he is the sole proprietor of the *Sun*.

The new owners of the *World* assumed control on May 1st. It is believed that there will be few changes in the staff. C. A. Abraham will remain in charge as business manager, and John Nelson, who has been publisher for a number of years, will probably stay with the paper until the new organization becomes familiar with the business.

The price basis of the deal is said to have been in the neighborhood of $100,000, plus the paper's obligations, the transaction involving pretty close to a quarter of a million dollars. Some Eastern Canadians are reported to be interested in the purchase, although the management will be altogether in the hands of Mr. Campbell, a former native of Woodville, Ontario, who was for ten years sales manager of the Corticelli Silk Co., of Montreal, for the Province of Alberta. He is a member of the National Liberal Committee of Ottawa, and the paper, it is stated. will be Independent-Liberal as to policy.

✣ ✣ ✣

Canada's Production

The growth of the value of agricultural production in Canada in the last five years is set forth in the Monthly Bulletin of Agricultural Statistics issued by the Government, as follows:

	1915.	1920.
Field Crops ..	$825,371,000	$1,455,244,000
Farm Animals..	79,958,000	140,083,000
Wool	3,360,000	5,321,000
Daily Products	146,005,000	256,000,000
Fruits and Vegetables ..	35,000,000	40,000,000
Poultry and Eggs	35,000,000	50,000,000
Total Value	$1,118,694,000	$1,946,648,000

If to the estimated value of agricultural production in 1920, viz., $1,946,648,000 be added $4.232,588,000 for land and buildings, $391,669,000 for implements. and $1,041,246,000 for farm live stock, the total estimated agricultural wealth of the Dominion of Canada for 1920 amounts to $7,612,151,000.

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"Made-in-Hamilton" Exhibition Far from Representative

The exhibition held in the Armories at Hamilton from May 2nd to 7th, to popularize Hamilton-made products was scarcely representative of the merchandise manufactured in that busy city. It was organized under the auspices of the Veterans of France, and did not receive the whole-hearted support of Hamilton manufacturers, with the result that visitors to the exhibition received an entirely inadequate impression of the importance of Hamilton as a manufacturing centre.

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O. L. Spencer, advertising manager of the *Calgary Herald*, is back at his desk after an operation for appendicitis.

THE BIG FAIRS OF WESTERN CANADA

will be held during the months of July and August as follows:—

Calgary	**June 30—July 8**
Edmonton	**July 8—July 16**
Saskatoon	**July 18—July 23**
Brandon	**July 25—July 30**
Regina	**Aug. 1—Aug. 6**

This being the slack season between Seed Time and Harvest farmers will be attending by thousands gathering new ideas and impressions of goods exhibited.

Whether YOUR goods are on exhibit or not, you can capitalize on the receptive state of the farmers' minds by effective agricultural press advertising at this season.

Alberta and Saskatchewan

farmers paid 73% of Canada's Farm Income Tax in 1920. Isn't it logical to believe that here is the

Best Field in Canada

to-day for sustained advertising effort.

The Annual Midsummer Number

of the FARM AND RANCH REVIEW, published on June 20th, provides a means of getting your message across to these farmers most effectively and economically.

Reservations for color pages and special positions should be made at once.

Line rate per 1,000 circulation 1913 .007

Line rate per 1,000 circulation 1921 .007

Any Agency will be pleased to go into details with you, or write direct to:—

The

Farm and Ranch Review

Published on the 5th and 20th of Each Month

CALGARY *Members A.B.C.* **ALBERTA**

Circulation Over 50,000

THE long-practiced habits of thrift of the Maritimer have given him a reserve and permit him to "carry on as usual" when many others may feel the need of stringent economy and limitation of purchasing.

The farmer is no exception and benefits also by the general level of conditions.

The United Farmers' Guide

reaches the most substantial and progressive farmers in the Maritime Provinces.

Published on the 1st and 15th of each month

Editorial and Business Offices
MONCTON, N.B.
Printed at GARDENVALE, QUE.

Branch Offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg
1478 Broadway, New York
MEMBERS OF A.B.C.

"In the Land of Evangeline"

LOOK

for the

NEW

Canadian National Home

MAGAZINE

Woman's Century

Under new management.

Member Audit Bureau of Circulations

16,000 for May **Rate 14 cents a line flat**

A magazine for the thinking and progressive Canadian women.

Canadian Advertisers to Meet in Montreal

On June 2nd and 3rd the semi-annual convention of the Association of Canadian Advertisers will be held in the Prince of Wales Room, Windsor Hotel, Montreal.

Addresses by W. G. Hersey, of Robert H. Ingersoll & Bro.; Louis Balsam, of the Direct Mail Assoc.; Robt. E. Ramsay, of the American Writing Paper Co., and Livingston Larned, of the Ethridge Association of Artists, will be the only set speeches of the occasion, the programme having been designed to encourage an exchange of ideas to meet existing conditions.

An exhibition by the Arts and Crafts Association of Canada will accompany the usual display of printed salesmanship, such as posters, catalogues, house organs, booklets, window trims, car-cards, etc. In addition to the booths for the use of members there will be a number of displays by printers, lithographers, advertising film concerns and others.

A joint luncheon, under the auspices of the Montreal Publicity Association, has been arranged, and a smoker (by invitation) on Thursday, June 2nd, at 8 p.m., with moving pictures and a musical programme. By courtesy of the Harbour Commissioners of Montreal a trip around the harbour is slated to follow a motor trip to points of interest in the city.

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"All Monkeys Like It"

Apropos of the note in the issue of MARKETING regarding "chocolate advertising going to the dogs," there is a letter in the latest issue of *The Advertiser's Weekly*," London, England, in which an "Observer" calls attention to a poster advertising "Bellardi Vermouth." It illustrates two apes, who, having found a case in a desolate region, have opened a bottle and are sampling the liquor.

The writer comments: "Unless the poster is the first in a well-thought-out scheme, and is merely produced to, first of all, impress the name on the mind, I do not think it will 'get there.' The caption is: 'Drink Bellardi Vermouth Torino,' and there flashed into my mind, as I glanced at the picture, the words, 'All monkeys like it.' I am afraid that the average man would not be impressed into calling for a drink which, in his subconscious mind, might strike him as 'The Drink of Apes.'"

✣ ✣ ✣

"Orange Blossom" engagement and wedding rings are being advertised by the Sansburn Pashley Mfg. Co. Ltd., Windsor, Ont. The account is in the hands of the Advertising Service Co.

✣ ✣ ✣

Large space has been appearing in the Winnipeg papers calling attention to the "Made-in-Winnipeg" Exhibition, May 9 to 14. Numerous manufacturers contributed space to the campaign, and prizes were donated by a number of well-known local firms. An attractive poster, showing a youngster calling to his mates—"C'mon over to our Exhibishun"—was extensively used.

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The *Regina Leader* announces the opening of an office in Moose Jaw. Changes in working hours make it possible for *The Leader* to reach the neighboring city at 4 a.m., and 15 routes are now being delivered.

Healthly Revival Forecasted

At the annual meeting of the Ontario branch of the C.M.A., held in Hamilton recently, the retiring president, John R. Shaw, touched an optimistic note concerning the working out of present trade conditions.

Forecasting what the immediate future held in store for Canada, Mr. Shaw ventured the opinion that the worst would soon be over. He adhered to the well-grounded belief that 1921 would see a large flow of immigration, with all that that meant. Business was gradually settling down to its normal grooves, which, after all, was the most satisfactory token one could look for. The efficiency and the productivity of labor had been increased, due to the inducements of recent unsettled conditions, and these factors would have an important bearing on production and the costs thereof. All these factors he had emphasized were conducive to a healthy revival, and would work toward a marked improvement of the present situation, he thought.

✣ ✣ ✣

Fuller & Smith Inc., Cleveland, are placing large copy in Canadian publications for the Burroughs Adding Machine Co., Detroit, Mich.

✣ ✣ ✣

Farm papers and the larger Eastern dailies will be used to carry a new campaign for Clare Bros. & Co., Ltd., Preston, featuring this company's Hecla pipeless furnace. The copy will be placed by the Baker Advertising Agency, Ltd.

✣ ✣ ✣

A new sales organization, to be known as the Scythes Vocalion Co., Ltd., 29-31 Alice Street, Toronto, has been formed to handle the Aeolian Vocalion line in Canada. The Advertising Service Company has the account.

✣ ✣ ✣

Commenting on the reported visit to Canada of M. Krassin, representative of the Russian Soviet, Mayor Wedlake, of Brantford, vice-president and general manager of the Cockshutt Plow Company, states that agricultural implement manufacturers in Brantford would not be averse to trading with Russia, providing satisfactory financial arrangements could be effected.

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Canadian advertising of the Eversharp pencil has been entrusted by the Wahl Co., of Chicago, to the Baker Advertising Agency, of Toronto.

✣ ✣ ✣

An institute of Research is likely to be established in Canada in the near future. A bill was recently introduced by Sir George Foster with this end in view. The primary objects of the institute are to promote the utilization of our natural resources, improve industrial methods, discover fresh ones, and contrive the profitable utilization of our waste products. The Minister stated that Canadian manufacturers are aching to take advantage of the labors of such an institute.

✣ ✣ ✣

Copy for Warner's Rust-Proof Corsets is being placed by A. McKim, Ltd., Montreal.

✣ ✣ ✣

Harold Seddon, Canadian agent for Lea & Perrins' Sauce, has removed from Montreal to the C.P.R. Building, Toronto.

Concentration

THE peculiar value of THE OTTAWA FARM JOURNAL as an advertising medium must be credited, in no small degree, to the remarkable concentration of its circulation.

From the last A.B.C. report (Dec. 31st, 1920) we find that only 616 copies of its average total distribution of 23,759 are circulated outside the 17 counties of Eastern Ontario and the English-speaking counties of Western Quebec.

This total is upwards of 9,000 per issue greater than that of any other Canadian Farm Paper in this territory.

Average net paid circulation for the first three months of 1921 was

24,582

To reach the progressive and prosperous farmers of the Great Central Dairy Belt, THE OTTAWA FARM JOURNAL is the one indispensable medium.

The

Ottawa Farm Journal

OTTAWA, (Member A.B.C.) CANADA

BRANCHES:

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

The Farm Paper Test

THE best test of a farm paper is not what a publisher says about it, or what an occasional advertiser thinks about it, but what the Farmers find in the paper and the confidence its farmer readers have in it. Let the farmer find help in a paper, and place his confidence in it, and he will buy anything he needs and finds in its advertising columns. That is the reason why

The Farmers' Sun

is the best farm advertising medium in Ontario. The Sun is owned by its readers and published in their interests, and the Farmers of Ontario have the utmost confidence in it. Its circulation has increased over **30,000** in less than two years, this was accomplished by our readers themselves. **No Premiums** were offered, and no strong arm **Canvassers** employed. This creates a **Reader Ownership** that no other Ontario Farm Paper has.

40,000 A.B.C. Circulation

The largest circulated farm paper in Ontario. Any way you figure The Sun is your best buy. Because it has *quality* circulation, *quantity* circulation, and its rates are *much below* that of other publications.

Advertising is the greatest force in the business world to-day. More than that it is a great factor in modern **Progress** and **Civilization.** It will become a far greater factor when its almost unlimited possibilities are **Realized** and **Utilized** by everyone.

Ask your agency's advice

The
Farmers' Sun

299 Queen Street West
TORONTO
Member A.B.C.

12 Years of *Wireless*

The latest issue (April) of McClary's *Wireless*, one of the oldest, and certainly among the brightest of house-organs printed in Canada, is labelled: "Editor's Number."

The covers of *Wireless* are always captivating, but the April issue "takes captivity captive" by reproducing one cover from each of the 12 years during which it has been published. The result, in two colors, presents some idea of the artistic succession of designs which has made the little magazine a bright spot on many hundreds of desks for the past dozen years. Its circulation is now over 9,000 monthly, and its editor, Miss Margaret Wade, is to be heartily congratulated on the success of this very interesting and well-printed magazine.

✣ ✣ ✣

Mr. William L. Bell, who for the past five years has been advertising manager of *The Canadian Farmer*, has joined the staff of the Continental Publishing Company, Limited, publishers of *Everywoman's World* and *La Canadienne*.

Mr. Bell will have charge of Toronto accounts for both *Everywoman's World* and *La Canadienne*. On account of his long connection with *The Canadian Farmer*, Mr. Bell is very well known among advertisers and agencies throughout Ontario.

✣ ✣ ✣

E. D. Reed, manager of the advertising and dealers' helps department of the F. F. Dalley Corporation, Ltd., of Hamilton, has been appointed manager of advertising and sales for Scarfe & Co., Ltd., Brantford. Mr. Reed has seen service with the Standard Paint Co., of Montreal; Messrs. Lowe Bros., and the Martin-Senour Company. Previous to his connection with the Dalley Corporation he was merchandising manager for the Hamilton Advertising Company.

✣ ✣ ✣

A campaign for Gold Medal Phonographs, made by the Gold Medal Furniture Mfg. Co., of Toronto, is being prepared by the Baker Advertising Agency.

✣ ✣ ✣

The following new members have been admitted to the Canadian Newspapers and Periodicals Association: H. Gagnier, Ltd., with 12 publications; *Agricultural Alberta*, Edmonton, Alta.; *Canadian Churchman*, Toronto; *Canadian Baptist*, Toronto; *Canadian Motorist*, Toronto; *Le Moniteur du Commerce*, Montreal, Que.; *Ottawa Farm Journal*, Ottawa. The annual meeting of the association will take place on Thursday, June 9th.

✣ ✣ ✣

D. J. Beatty, formerly advertising manager of the Northern Electric Mfg. Co., Montreal, has been appointed secretary of G. L. McGillivray & Co., manufacturers' representatives, also of that city.

✣ ✣ ✣

Lifebuoy Shaving Stick is a new product to be marketed in Canada by Lever Bros., Ltd. Copy, prepared by J. J. Gibbons, Ltd., is already appearing in some publications.

✣ ✣ ✣

D. R. Campbell has been appointed general sales manager of the firm of Alphonse Racine, Ltd., Montreal. For six years Mr. Campbell has managed the hosiery and underwear departments of this well-known concern.

Increase Your Sales in the Interior of B.C.

A territory whose spending power is enriched by the great basic industries of agriculture, lumbering and mining, and in which manufacturing is making substantial growth.

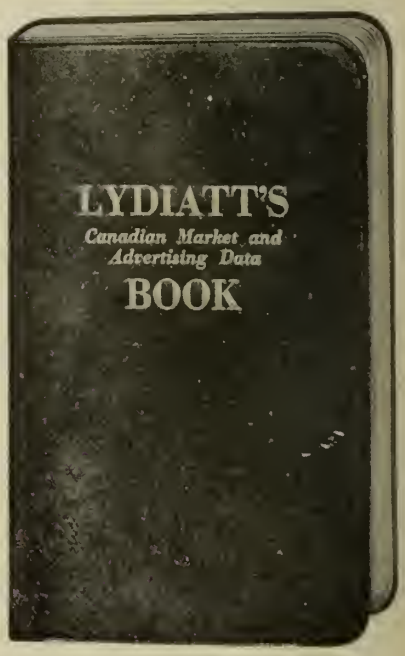
Members A.B.C.

The
Daily News

The Only Daily in the Interior of British Columbia

Nelson, B.C.

ORDER NOW!



Enjoy twelve months use of it by ordering your copy now. Postpaid on receipt of the price, $5.00 a copy, from

W. A. Lydiatt, Publisher
53 Yonge St. Toronto, Can

Canadian Explosives, Ltd., Sells Shooting Instead of Shot

M. Putnam, advertising manager of Canadian Explosives, Ltd., told the Montreal Publicity Association the other day that his company had quit selling their products. Instead of selling ammunition they sell the big idea back of it—the hunting idea—which, in a big outdoor game garden such as Canada, is perhaps the best method of merchandizing their goods.

About 25% of their appropriation is spent in newspapers and magazines. Other features of their advertising are the excellent window-trims, suited to game conditions in various localities; dealer envelopes, of which two millions were distributed and used last year; and an illustrated booklet, printed by the offset process, containing 14 paintings by Allan Brooks, of various species of Canadian game.

The Montreal Publicity Association has appointed a nomination committee to select officers for the ensuing year.

* * *

The Canadian Poultry Review has been admitted to membership by the Audit Bureau of Circulations.

* * *

Unusal Advertising for Pencils

Dixon's Eldorado drawing pencils are being advertised in Canada by A. R. MacDougall & Co., Ltd., Toronto, Canadian representatives. Over two-thirds of the space in one trade-paper advertisement is taken up by an excellent pencil drawing of Paradise Valley, Alberta. The copy reads: "This is a specimen of Horter's handling of shadow and line—used in our wide advertising campaign—to convince your customers of the surpassing results of pencilling with Dixon's Eldorado—'the master drawing pencil.'" This appears to be an excellent example of an American advertiser using a Canadian subject in his appeal to consumers in Canada.

* * *

Another new cleaner, named "Mab," is being advertised by F. C. Davidge & Co., 28 Wellington Street West, Toronto. The copy is being placed direct.

* * *

The weekly newspaper publishers of Ontario will be given an opportunity of taking a week's course in journalism which has been inaugurated by the University of Toronto. The course will include English literature and composition, newspaper jurisprudence, and such subjects of a technical nature as the Canadian Weekly Newspaper Association may desire. It is expected that the attendance will number at least 100.

* * *

F. H. Flint has been appointed advertising manager of the *Fort William Morning Bulletin*. Mr. Flint is well known in Western newspaper circles, having been in charge of advertising for the *Manitoba Free Press*, *Saskatoon Phoenix*, and the *Nelson News* during his career.

* * *

The first number of the *Canadian Stationer and Book Trade Journal*, published at Toronto by Findlay I. Weaver, appeared in the early part of May. The issue contains a great deal of news interesting to the trade and carried a creditable amount of advertising.

—a market of 60,000 in the Border Cities

(WINDSOR, WALKERVILLE, FORD, SANDWICH, OJIBWAY)

ONTARIO'S THIRD LARGEST MANU-FACTURING CENTRE

Not a new market but a rapidly developing and important one—already an urban population of 60,000 and a rural population of 100,000—a market worthy of advertising development for any commodity.

A feature that makes this market doubly desirable is that its per capita spending power is second to none.

National advertisers when considering this field should multiply the regular per capita spending power by two.

Consult your agency about coming into this field, or write us direct for further information.

Over **18,000** Daily

The Border Cities Star

WINDSOR ONTARIO

W. F. HERMAN, *Proprietor*

Also The Saskatoon Daily Star and The Saskatoon Phoenix

18,000 of Canada's Most Prosperous Families

live in one compact, easily penetrated market, where everybody speaks English, and where the largest average bank-accounts in the world are to be found.

Prince Edward Island

offers an unusually attractive field to the national advertiser, because these prosperous people can all be reached through two covering mediums

The Charlottetown

Guardian* and *Examiner

Write for particulars and Rate Card

Over One Quarter of Canada's Entire Population is Concentrated in the

PROVINCE OF QUEBEC

(85% of which is French-speaking)

Notwithstanding an higher advertising rate during 1920,

La Patrie

has published over 30,000 lines of advertising more than in 1919. This is proof that "LA PATRIE" is an excellent advertising medium to reach the French population of Quebec, which represents one-quarter of Canada's entire population.

"La Patrie" should not be overlooked by any advertiser who is determined to cover successfully the Province of Quebec.

Apply to any Advertising Agency for Rates and Circulation, or direct to the Advertising Manager.

"La Patrie" Pub. Co.

Limited

La Patrie Building MONTREAL

"LA PATRIE"

Is a Member of the Audit Bureau of Circulation

70%

of all the Foreign Advertising Done in Kingston in March, 1921, was done through The Medium of

The Daily

British Whig

Only A.B.C. Paper in Kingston

C.D.N.A. Holds Annual Meeting and Elect Officers

The annual meeting of the Canadian Daily Newspaper Association, held in Toronto on Tuesday, May 3rd, brought together a good attendance of publishers. Officers were elected as follows:

President—J. E. Atkinson, *Star*, Toronto.

Vice-President—F. J. Burd, *Province*, Vancouver, B.C.

Treasurer—Irving E. Robertson, *Evening Telegram*, Toronto.

Directors—W. H. Dennis, *Herald*, Halifax, N.S.; E. W. McCready, *Telegraph-Times*, St. John, N.B.; Lord Atholstan, *Star*, Montreal; J. R. Henderson, *Gazette*, Montreal; L. J. Tarte, *La Patrie*, Montreal; Henri Gagnon, *Le Soleil*, Quebec, Que.; Geo. E. Scroggie, *Mail and Empire*, Toronto; Chas. Dingman, *Herald*, Stratford, Ont.; T. H. Preston, *Expositor*, Brantford, Ont.; L. A. Guild, *British Whig*, Kingston, Ont.; R. B. Harris, *Herald*, Hamilton, Ont.; E. H. Macklin, *Manitoba Free Press*, Winnipeg; W. F. Herman, *Star*, Saskatoon, Sask.; J. H. Woods, *Herald*, Calgary, Alta.; John Nelson, *World*, Vancouver, B.C.

The association has now 84 members out of the total of 104 daily papers published in Canada; is in excellent financial condition, and is accomplishing a great deal of good work. Many of the matters discussed at the annual meeting were purely of a routine nature, concerning the recognition of agencies, amendments to the standard form of contract, labor and newsprint problems, and so forth.

Satisfaction was expressed at the success of the "advertising, advertising" campaign, planned last December, and started in January. Eighty-nine per cent. of the members are carrying the campaign in donated space.

A letter from the A.C.A. regarding readjustment of relations between agencies, publishers and advertisers was referred to the incoming Advertising Policy Committee almost without discussion.

The Advertising Policy Committee and Advertising Promotion Committee are shortly to be amalgamated into one general committee, which will deal with all advertising problems.

The post of Promotion Manager has been filled by the appointment of Arthur Partridge, who will commence his duties on June 1st. Mr. Partridge was born in Rothesay, New Brunswick, the son of the late Very Rev. Francis Partridge, dean of Fredericton, N. B. After graduating from Kings College, Windsor, N. S., he entered newspaper work under the late Senator John V. Ellis, of the St. John *"Globe."* From St. John, Mr. Partridge went to the *"Telegram,"* Worcester, Mass., for two years, then to Boston, and then joined the editorial staff of the *Post Express*, Rochester, N.Y., of which he was a member until April, 1915, when he returned to Canada to enlist as a private in the 42nd Highlanders at Montreal.

Later Mr. Partridge was commissioned as lieutenant in the R.N.A.S. and was promoted to the rank of major in the Royal Air Force in April, 1918. In June 1918 he went to Washington and was attached to the United States Navy as consulting officer in sea plane armament, and after the armistice represented the Air Ministry at St. Johns, Newfoundland, in connection with the trans-Atlantic flights of Hawker and Alcock.

After resigning from the Air Force in 1919 he went to Morocco representing British Dyes, Limited, in a trade survey of the French Protectorate. Returning to the United States in 1920 he took up newspaper work again as editorial writer and columnist on the Rochester *"Post Express."*

* * *

A.N.P.A. Reports Increase in Newspaper Advertising

The eighth annual report of the A.N.P.A. Bureau of Advertising estimates the volume of advertising carried by U. S. newspapers during 1920 as exceeding $200,000,000, as against $150,000,000 the previous year. The report was presented at the recent convention of the A.N.P.A. in New York, which was attended by a few Eastern Canadian members of the Association.

Among the important matters discussed were the 44-hour week, recognition of agencies, opposition to acceptance of national advertising at local rates, etc.

T. R. Williams, of the Pittsburgh Press, was re-elected president.

* * *

Geo. B. R. Bond has been appointed Assistant Business Manager of the Farm & Ranch Review, Calgary, Alta. Two years ago Mr. Bond was made accountant and office manager, and his present appointment arises from an extension of these duties.

* * *

Oliver F. Cabana has been appointed advertising manager of the Buffalo Specialty Co., Buffalo, manufacturers of liquil veneer.

The Portland Cement Association is using attractive small space in newspapers, the copy being placed by the H. K. McCann Co., Toronto.

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At the meeting of the Women's Canadian Club of Toronto, when Sir Henry Drayton gave his "Buy-in-Canada" address, a resolution was passed asking for a "stiff duty" on United States magazines.

* * *

The annual report of the Wholesale Dry Goods Section of the Toronto Board of Trade, presented at the annual meeting on May 5th, suggests the formation of a Dominion-wide wholesale association to co-operate with the retail merchants of Canada, in order to secure a square deal for each branch of the trade and prevent the recurrence of the cancellations of orders and the demands for rebates to which the wholesalers were subjected from retailers.

* * *

Dr. R. M. Coulter, Deputy Postmaster-General, has advanced the opinion that the Hearst publications cannot be barred from Canada. The postal regulations provide that Canadian post offices shall accept matter which has not been refused in the United States. If refused the mails they could be sent in by express.

And Now—
Toronto Printers May Strike

THE present agreement between printers in book and job offices and employers in Toronto expires May 31st. The minimum wage paid is $35.20 per week (increased voluntarily a year ago by the employers from $32.00, although the agreement had a year then to run). This wage covers a 48-hour week.

The International Union is demanding a week of 44 hours as the basis for all wage scales, and the Toronto unions are demanding a wage of $44.00 per week of 44 hours, $8.80 more per week for 4 hours less work.

This means an increase of from 73 cents per hour to $1.00 per hour, or over 36%.

Publishers and other employing printers feel that under present conditions of business and the admitted decreasing cost of living, the increased wages and shorter hours demanded by the International Union are unreasonable.

This is acknowledged by many of the thoughtful, loyal printers employed in the Toronto offices, who believe that the International Union has blundered in its demand that local unions shall not sign new agreements except on the basis of the 44-hour week.

The position, however, may be that these local men may not be able to make the International officers in Indianapolis see, that to force a strike now on these unreasonable demands would be an act of folly—and a strike may be called on June 1st.

The facts of the case are presented here, for the information of the sections of the public —subscriber and advertiser—reached by this publication.

The attitude of the employing printers is shown by their voluntary action in giving a 10 per cent. increase last year while the agreement calling for the minimum wage of $32.00 a week had still a year to run.

They feel strongly now, however, that this is not a time when an increase of 36 per cent. in the labor cost of production should be permitted.

If publishers are forced to pay $44.00 a week instead of $32.20 and get only 44 hours of work instead of 48, it is inevitable that subscription and advertising rates must advance. No business can stand an increase in its wage bill of 36 per cent. and absorb that increase. The extra cost will have to be added to the sale price of the product.

Publishers sincerely hope that the great body of sane opinion among the local printers may prevail and that the Indianapolis officials will be induced to withdraw their unreasonable demands so that Toronto printers may continue to find well-paid, congenial employment.

If this sane, thoughtful opinion does not prevail, a strike seems inevitable, with its equally inevitable result of loss to the printers and publishers, and inconvenience and loss to the public.

An expression of the opinion of readers of this paper on the Union's proposals, involving an increase of 36% in the labor cost of printed matter is asked. Will you not write a letter to the editor (not for publication) telling him your view of the situation.

This statement is published by and has received the endorsation of the Toronto publishers who are members of the

Canadian National Newspapers and Periodicals Association

including "MARKETING AND BUSINESS MANAGEMENT"

WEST TORONTO PRINTING HOUSE

IT'S NOT SO MUCH THE PRICE YOU PAY AS THE SERVICE YOU GET THAT ULTIMATELY SATISFIES YOU. AT THE SAME TIME THAT IS NO ARGUMENT FOR "HIGH-PRICED" PRINTING. WHAT YOU REALLY WANT IS THE BEST OF SERVICE AT A REASONABLE PRICE. WE'RE HERE TO GIVE YOU JUST EXACTLY THAT.

West Toronto Printing House
1945 St. Clair Ave.
TORONTO

Subscribe for

THE MAILBAG

A Journal of Direct-Mail Advertising

Edited by Tim Thrift, it is the recognized Text-book on this important phase of advertising.

Let the Brains and Experience of Experts Help Solve Your Direct-Mail Problems

The Mailbag isn't made by one man. It couldn't be and be what it is—a symposium of the best thought on the subject. It is really edited by many men, in many lines, who have solved problems like your own.

Send $2.00 for a year's subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2.00 per year, but please include 30c. exchange. Thank you.

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Counsel Direct Mail Advertising Association

Is Your Letterhead You?

One of the gratifying signs of the times is the increasing number of business men who are paying more serious attention to letterheads. The time was, and still is in a great many places, when business men felt it their duty to crowd everything they possibly could on their letterhead. The result is that to-day there are letterheads representing worthwhile business houses in ways that react to these concerns eternal discredit.

In this era of hustle and aggressiveness, people havn't time to mull over a lot of inharmonious, inartistic, loosely thrown together printed matter at the head of their messages. In fact, experience is showing that often these highly complicated letterheads defeat their own purpose, since they antagonize most readers, unconsciously.

One of the biggest banking institutions in the world, located in Chicago had used one of these complicated, overdone letterheads for years. An advertising man persuaded them to give it up in favor of a simple three-line letterhead, with a picture of the institution engraved in the lower left-hand corner. After much coaxing and argument the bank adopted the new letterhead. In less than a month's time hundreds of letters of congratulation poured in from customers everywhere.

The new simple, pleasing arrangement instituted by this bank brought *active*, favorable attention. Yes, indeed, we can make our letterheads *talk*. Whether they talk for or against us is largely a matter of simplicity versus burdensome overcrowding.

Atlanta Convention

Here is the Direct Mail departmental program for the coming convention in Atlanta, June 12th to the 16th:

Monday — Joseph Meadon, president D.M.A.A., presiding:

"Changing the Way of a Woman," Mrs. Ida Bailey Allen, president "Mrs. Allen's School of Good Cookery," New York; "Bridging the Great Divide," C. Coy Glidden, of Williams & Cunnyngham, Chicago; "The Modern Pie Piper," Paul Hunger, president Educational Advertising Company, New York; "Scrapping the False Alarms," Louis Balsam, managing director Direct Mail Advertising Association.

Tuesday—Robert C. Fay, Moderator.

Debate—Resolved, "That Twelve Issues of a house-organ properly edited and issued consecutively, is a greater producer of good-will and profit than twelve pieces of direct advertising going out consecutively once a month." Affirmative—Robert E. Ramsay, advertising manager American Writing Paper Co., Holyoke, Mass., and Frances M. Buente, editor "Tidewater Topics," Tidewater Oil Company, New York. Negative—Wm. Hersey, director mail sales, Robert H. Ingersoll & Bro., New York, and Eleanor Dougan Hunter, chairman of the Board Educational Advertising Company, New York. Judges: E. St. Elmo Lewis, vice-president Campbell-Ewald Company; Tim Thrift, advertising manager The American Multigraph Sales Company, Cleveland, and Nobel T. Praigg, director of advertising, United Typothetæ of America.

Is Your Mailing List Alive?

An internationally-known brokerage house recently got out one of the finest direct by mail campaigns it has ever been my privilege to see. The copy was written by men of vision and understanding. The stock was unusually attractive; the printing was well done. In fact, it was as good a campaign as one would wish to see. The mailings were scattered over a period of eight weeks; literature going out at two weeks intervals.

The results were so poor as to amaze the general manager of the concern. They came to me to find out what was wrong. After thoroughly studying the problem, I could find no flaw in the copy or the general layout of the campaign.

I then investigated the mailing list. A little questioning and research on my part disclosed that it was over two years old! I have since found that there are, literally, dozens of institutions in every community that go on using lists that are anywhere from a year to five years old, and wonder why their campaigns are unfruitful. This is a subject that is well worth harping upon every now and then, because it is absolute folly to spend good money in an endeavor to market by mail only to find it absolutely wasted because the list was 30, 40, or, at the most, 50 per cent. efficient.

Educating Your Dealers' Sales Force

Recently the vice-president of a well-known dry goods jobbing house made a personal investigation, incognito, as to just how certain of his products were being handled by his dealers' salespeople. To say that the results amazed him would be putting it very feebly indeed. He found that in almost 75 per cent. of the stores handling a certain article he was anxious to hoost, the salespeople knew little or nothing concerning the merits of that particular article. He went back to his office a sadder but wiser man.

Two weeks later, as a result of his investigation, a series of five form letters were gotten up for the special benefit of clerks in retail stores. It was not difficult at all for him to secure the list of the clerks he wanted from his dealers when he told them his purpose.

By the time the third letter had gone on its way, the sales of his product had increased so noticeably that he is now getting up a similar series of letters for salespeople handling articles in another company with which he is affiliated.

In these days of aggressive fighting, salesmanship marketing by mail can be made more than merely attempts to sell directly.

Colors in Letterheads

It has been demonstrated that a little touch of red, judiciously placed, will often add a warm, friendly, almost intimate tone to the average black and white letterhead.

This touch of red may take the form of just a tiny red dot, well centred. Again, it may appear in the form of a minute triangle, or, perhaps, in the shape of the company emblem, artistically handled. The average letterhead is usually a dull, commonplace thing. It is surprising what a little touch of red, skilfully placed, will add to its advertising value.

Notice the effect on the next fifty letters that come your way.

Helping the Dealer Buy

Charles Austin Bates once said, "The best salesman doesn't sell, *but he helps the dealer buy.*" Never was this truer of any form of sales activity than it is to-day of marketing by mail. Where you will find a dozen mediocre mail sales campaigns based upon the direct hammer, hammer, out-and-out sales attitude, you will find one informative, helpful, serviceable campaign really helping the dealer get what he wants.

An analysis of seventeen direct mail campaigns, which came to my attention the last four days, shows but two really in harmony with the spirit of the times. 1919 methods will not work in 1921. To-day, people are "shopping around." They want information, and are interested in quality, rightly priced.

The marketer by mail who understands these facts and governs his mailing material accordingly, is doing business, and plenty of it, at a time when the average seller helieves it a difficult, if not an impossihle task.

More Harm Than Good

Of late there has been a minor epidemic of letterheads, the whole centre space of which was covered with a so-called "delicately--'tinted picture of the building of the plant. Naturally, of course, in order to convey the message, the typist has to spread her words over the illustration, which is supposed to act as a soft background. You probably receive letterheads of this kind every now and then in the course of the day's mail.

At a meeting of a group of local advertising men, the question of the value of this advertising came up. Of the twenty

QUICK RESPONSE

Quebec's Quick Response Medium
has been proved to be

Quebec Telegraph

ALWAYS!

We Have Doubled Our Business in Three Years

The earnings of this company have reached a total slightly more than double that of 1918.

We are doing a much larger business than a year ago.

We are making a larger net profit than a year ago.

We are now running full time in every department in our day shift; have a permanent night staff in one department and are working overtime in one other department.

Our selling and editorial staffs have been materially extended and improved during the past year.

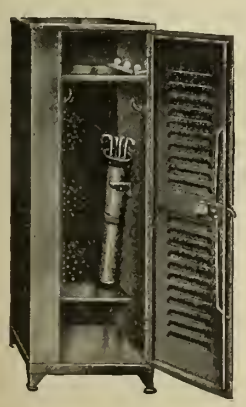
We have opened an office in Montreal with a regular member of our staff in charge.

Business is GOOD With Us

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal



FOR GOLF AND COUNTRY CLUB

Dennisteel Golf Lockers

Provide convenience for golf clubs, balls, etc., as well as safety for the personal belongings of members and guests.

Many clubs of prominence have installed Dennisteel Fireproof Lockers.

WE ALSO MAKE:

Steel Cabinets, Steel Bins, Steel Shelving, Steel Chairs and Stools, Steel Lavatory Compartments, etc., Ornamental Iron and Bronze, Commercial Wirework of all kinds, General Builders' Ironwork.

Write for Folders

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Halifax
Montreal
Ottawa
Toronto

Hamilton
Winnipeg
Calgary
Vancouver

Illustrations are Valuable

AN illustration is usually used only to attract attention, but it as well as the copy should give a message. Do you wish to make your advertisements more efficient and resultful? My services consists of planning, illustrating, copywriting and buying of printing, space, etc.

FREDERICK M. HAHN
General Advertising Service
931 College St. : : Toronto
Telephone College 7894

ASSOCIATED ADVERTISING CLUBS OF THE WORLD — TRUTH

The Great Business Class Room of 1921

Successful American business men are studying current conditions. More of them are coming to think their way to and through shifting situations, such as are presented by new problems of distribution. They are finding facts and facing them.

They have discovered that by groups they grapple best with stubborn questions of policy and practice. Trade troubles seem to yield to the inspiration and concentration of mass thought and discussion.

These advertising meetings have come to be known as Business Class Rooms. One of the greatest of these will assemble in Atlanta in June, the

Seventeenth Annual Convention
Associated Advertising Clubs of the World
Atlanta, June 12-16

Thousands of men from hundreds of cities will gather in this five-day University of Experience. They will assemble to exchange cash-drawer ideas and share long-cherished ideals.

Come! Give and take in this Great Business Class Room!

Exhibits of Domestic and Foreign Advertising, demonstrating the use of practically all recognized mediums, and arranged solely with a view to helping the convention delegate, will be a special feature which, alone, will make the trip worth while.

In June, Atlanta is at its best. High on a ridge between the Gulf and the Atlantic, fanned by cooling breezes and clad in gay summer attire, it is, as proved by United States Weather Bureau reports, a delightful place in June.

For complete information as to railroad rates, hotel reservations, etc., please address the

ASSOCIATED ADVERTISING CLUBS
110 West 40th Street
New York City

Toronto Residential Mailing Lists

Every Home—A Telephone User!
Classified according to telephone exchanges and arranged in street order.
Sellers Agency. 100 King St. West TORONTO

men present, eighteen were strongly of the opinion that this type of "advertising" did more harm than good.

It seems to me that their conclusions are sound, for one fundamental reason: A letter really has one purpose: To convey its message effectively. The moment we interpose an idea or illustration of any kind, but dimly related to the message itself, between the reader's mind and the thought we wish to convey, we immediately weaken the force of our letter.

The illustration supposed to act as a background really stands out like a sore thumb. The result is that the reader attempting to visualize both things—the picture and the message—gets only half the effect of either.

A Pretty Girl is—A Pretty Girl!

It does beat all how the average man forgets his dignity 'n everything, sometimes, over a beautiful face. Even direct by mailers, aloof and dignified as they usually are, are no exception.

Recently the —— Company inaugurated a direct-mail campaign. For a long time they racked their brains as to what type of appeal they should use as their opening gun. Then someone (I guess it was the office boy) suggested that they get out an attractive broadside, the front page of which would be occupied with a picture of an unusually attractive maiden. The "old heads" pooh-poohed the idea. "Pretty girl pictures were overdone," said the staid and elderly president. "The magazines are featuring them altogether too much," he concluded.

The advertising manager, though, being young and foolish, rather fancied the idea of attracting attention in the age-old way —through the lure of an easy-to-look-at feminine countenance. So, in spite of the president's protests, he thought he would "try it out" with 3,000 folders right in his own city. The mailing had not been out 48 hours before he was swamped with telephone calls for extra copies. Of the 3,000 men who received the folder, 2,100 acknowledged it in some form or another!

Oh, dear! Oh, dear!

Not Why, But How

For two years a north-western automobile dealer had been barely selling enough cars of a popular make to cover his expenses. Then one day he woke up to the fact that there was probably something wrong with his selling plan. He spent several weeks investigating the tactics and methods of his sales and advertising. He learned, through his research, that his method of approach was altogether wrong. For years he had been talking "quality" and the virtues of the car, when he should have been discussing the manifold uses of the automobile and the pleasure, comfort and profit the owner might derive through the purchase.

He immediately got busy on a series of special letters to his prospects. In practically the entire letters he devoted three paragraphs to telling prospective users what the ownership of an auto would mean to them, to every paragraph he devoted to the machine itself. In other words, he sold the use of the product rather than the product itself. He sold scenery, mountains, delightful rides, speed, comfort, etc., etc., instead of mechanical excellence.

And here is the important point so far as we are concerned. He found that it paid him infinitely better to use these tactics *through the mails,* because in that way they reached the customer at his home in an intimate, chatty way that few other mediums could approach.

It strikes me that a great many of our mail sale problems of to-day could be solved in exactly this same way. Instead of trying to sell the object we have on hand, it should be our aim either to teach our buyers how they themselves can market it to profitable advantage, or else they can use it in ways that will make them happier or more prosperous for having made the purchase.

✤ ✤ ✤

Hazza's Hazardous Advertising

Philip Hazza, manager of the Amalgamated Exhibition Circuit, Ltd., an eastern film exchange, recently underwent the unpleasant experience of having the first principle of advertising—on which he had based an elaborate campaign—land him in court, where he was subjected to a severe reprimand by Judge Leet, of Montreal. Hazza had evidently read some text-books, and had discovered the first principle of advertising to be the compelling of attention. It is obvious that he cogitated upon this principle a great deal; a brainstorm ensued, and the result was that he was brought before Judge Leet charged with a serious crime.

Arthur Bourget, proprietor of the National Biograph Theatre, Montreal, was the chief witness for the prosecution. Bourget deposed that he had been receiving a series of threatening letters. The first bore a black hand, with the words, "This is your first warning! Be prepared! We will get you!"

Others followed, and among them was one picturing a bomb with lighted fuse, which read: "The bomb is about to explode! Take heed in time!"

The witness became anxious; his family was troubled, and he sought police protection. Half a dozen constables were detailed to watch his theatre day and night.

At last the final letter arrived. It showed a red heart pierced by a stiletto, with the words: "It cuts deep the vital spots. Be prepared! Be prepared . . . to book the serials from the Amalgamated Exhibition Circuit, or your patrons will lash you to death!"

This is carrying "attention compelling" to the *nth* degree.

✤ ✤ ✤

Copy is now appearing for the Brantford Refrigerator, manufactured by Ham Bros. Ltd., Brantford. Mr. Percy W. Read, formerly with the Thomas Furniture Co., of London, has recently been appointed advertising manager of this concern. Contracts are being sent out by the Federal Advertising Agency Ltd., London.

* * *

A preliminary campaign in newspapers and trade journals is being planned by the Tallman Brass & Metal Company, Hamilton. This copy, and also another new campaign for the Permanent Ink Co., will be handled by the Hamilton Advertisers' Agency.

✤ ✤ ✤

A number of farm papers have recently received copy and instructions for the advertising of Westco Pumps, Ltd.

* * *

The offices of the British newspaper, *Canada,* have been removed from Kingsway, London, to 120 St. Martin's Lane, Trafalgar Square.

Murray Looks for a Soft Spot

(An editorial from the May 6th issue of *The Financial Post.*)

"The Murray method of controlling the policies of the Canadian press by the big stick of advertising patronage does not appear to be any more successful than was predicted when the scheme was first announced. In his latest bulletin Murray intimates that his scheme is tumbling, but picks out a soft spot to fall on when he observes that 'neither blame nor stigma of failure could attach to him were he now to relinquish the work for something that would be more remunerative.' If the Murray scheme did not prove remunerative to Murray it certainly lost its one excuse for existence; it could certainly find no justification in service to those who supported it.

"We believe that MARKETING correctly sums up the situation when it says that manufacturers who a year or more ago were willing to give the Murray scheme a trial are now unwilling to renew their subscriptions and continue their support of the plan—'undoubtedly convinced that it is certain to result in more harm than any possible good to the manufacturing interests in Canada.'

"The pity is that the manufacturers did not realize this before they ever went into the scheme. And not only those who did go in must bear the blame, but rather the manufacturers in general because of the long-established connection in the public mind between Murray and the Canadian Manufacturers' Association. The C.M.A. should have repudiated the Murray scheme at the start—realizing that inevitably it must fail—and thereby protected the members from the ill-will of the press and the public."

* * *

The Pease Foundry Co., Toronto, are now making contracts with a selected list of farm papers. The business is being placed direct.

* * *

The situation in the morning newspaper field in Toronto, which was touched upon in a recent article in MARKETING concerning the sale of the *World*, grows more interesting with the publication of circulation figures by *The Globe* and the *Mail and Empire*. The *Mail* states its circulation between April 11th and April 30th to have averaged 107.616; while the average for the month is given at 100.614. *The Globe* contents itself with announcing that the daily average during April exceeded 100.000.

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

OTTAWA'S

Unequalled Record of Solvency

Not One Business Failure in 6 Months

Extract from The Ottawa Journal

Saturday, April 23rd 1921

Since November 1, or during a period of close to six months, there has not been a single failure among the almost 600 local members of the Eastern Ontario Branch of the Retail Merchants' Association of Canada. This remarkable business achievement which stands as a fine tribute to the stability of Ottawa trade is probably without a parallel in the commercial history of the Capital. The statement that there has not been a failure among the local members of the Retail Merchants' Association is vouched for by Mr. J. C. Campbell, secretary-treasurer of the organization.

That Ottawa merchants have so far successfully weathered the storm and kept the spectre of bankruptcy at a very comfortable distance, is due mainly to the business acumen, foresight, and caution they displayed in one of the most trying periods the country has traversed since Confederation.

SUCH a record of business stability, even in normal times, could hardly have passed unnoticed.

But times have been far from normal. Recent months have witnessed a period of financial and commercial re-adjustment, and the way in which local merchants have weathered the storm speaks volumes for the stable conditions existing in the Capital.

Local Retailers have been the first to acknowledge their debt to Ottawa's two great newspapers during these difficult times. Advertising lineage has been more than maintained, and this consistent and forceful publicity in the Daily Press has played no small part in keeping the wheels of industry turning.

The Ottawa Dailies are so peculiarly effective as advertising media, because they completely cover the field. No newspaper from any outside point is a serious competitor.

Here is a well-to-do, progressive clientele responsive in a marked degree to newspaper advertising.

National Manufacturers planning to enter the Canadian Field will find Ottawa the ideal city for a "Try-Out" Campaign.

Ask any Recognized Advertising Agency

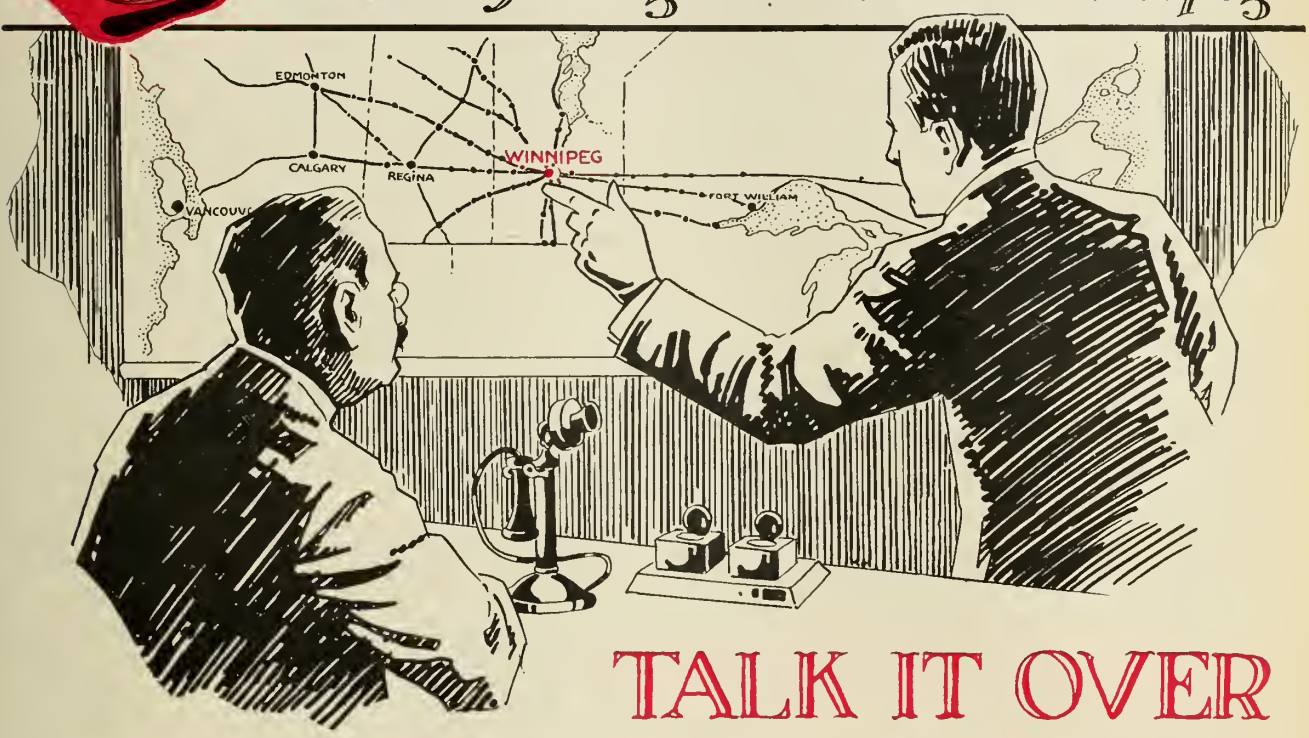
The Ottawa Daily Newspapers

The Morning Journal
The Evening Journal

Members A.B.C.

The Morning Citizen
The Evening Citizen

"If it's expansion you want - here's the whole Canadian West - a great market served by one great centre - Winnipeg



TALK IT OVER with your ADVERTISING AGENCY

Every recognized advertising agency is equipped with facts and figures about Western Canada. If your product is not being marketed in the Winnipeg Territory, an agency can tell you, or can find out for you, what demand you may expect, what competition, if any, you will meet, what sort of dealer influence you may anticipate. They will tell you, too, approximately what advertising appropriation you will need to break into this territory, and the papers in which it should be spent. At the top of the list — absolutely indispensable — will be found The Free Press.

The Winnipeg Territory, comprising one whole province and a prosperous slice of two others, is easily penetrated from the trade point of view if The Free Press is used as the backbone of your consumer campaign. An advertising campaign in its columns for one year will do the work of several salesmen, once distribution is complete. Plan your campaign before you enter the Territory, have it proofed, and use it as an introduction to jobbers and dealers. Consult an agency at once and get ready to penetrate the Winnipeg Territory this fall.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:

Edgar J. Guy, 302 Royal Bank Building ◆ ◆ ◆ Toronto
E.L. McArthur, 224 St. James Street ◆ ◆ ◆ Montreal

The Halifax Herald

Makes Another New

Circulation Record

DURING the month of April The Herald made a NET PAID daily

Increase of 1,000 Copies a Day

over its March Circulation. The Halifax Herald now leads all Nova Scotia competitors in the morning field in NET PAID circulation by several thousand copies a day.

Ask your advertising agent for the A.B.C. statements for the six months ending March 31st and satisfy yourself as to the above statements. If you are unable to get A.B.C. statements for the six months ending March 31st write direct to

The Halifax Herald

HALIFAX, N.S.

Volume XV.
Number 11

TORONTO JUNE 1st, 1921

20 Cents a Copy
$2.50 a Year

Marketing
and Business Management

Edited by
W.A.Lydiatt

With the Help of the Camera

JUST as hand-writing is more intimate than the printed message, so has the photograph a more definite human appeal than any drawing.

For simple naturalness and charm, it would be difficult to improve on the series prepared by us for Stevens-Hepner Company, Limited, of Port Elgin, to advertise their Keystone French Ivory and Ebony Hair Brushes.

We will be pleased to show you how delightfully attractive *your* Advertisements can be made —by photographic treatment.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO

Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Posters have been the backbone of the campaign for Dominion Rubbers, because the Canadian Consolidated Rubber Co. Ltd., believes they catch the public's eye out-of-doors at the times when the need of rubbers can best be appreciated.

Three distinct ideas have been put over in this campaign—three reasons for wearing rubbers—to guard health, to protect new shoes, and to get more wear out of old ones.

These selling points, crystallized into catchy slogans and displayed on thousands of billboards across the country each spring and fall, have had a marked effect on sales volume. The influence upon the dealer has been as important, the company states, as upon the consumer, and has secured for them the very valuable asset of dealer good-will.

ON the boards you are not overshadowed by bigger advertisers.

Spaces are standard. All are the same size. Many are "island position."

There's no chance of your advertisement being overlooked. Your audience is not confined to Grits or Tories, old or young, men, women or children, capitalists or workers.

POSTERS reach everybody alike—give every advertiser equal and unequalled, prominence.

May we show you how you could use POSTERS?

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Druggists in Small Cities and Towns Are Selling More and More to Farmers

The small city and the town and farm market offers a situation without parallel for successful and profitable marketing

DO you manufacture, sell or advertise a commodity that is sold in drug stores? Here, then, is an active market for you—a highly profitable market.

This is the composite opinion of druggists who come into close contact with farmers—secured through a trade investigation that included merchants in all lines, in all parts of Ontario.

"Farmers are broadening out. They buy quality goods and do not hesitate to pay the price. They are buying more of all goods which might be termed luxuries: better purses, hand bags, satchels, all toilet articles, more expensive stationery, cigars, kodaks and supplies, etc."

Here is an extremely interesting point. Merchants in smaller cities and in towns are planning definitely to cultivate and build up their trade with farmers. It is a plan that may wisely be followed by manufacturers.

Co-operate With Merchants Who Sell to Farmers—Advertise in Farmers' Magazine

Druggists who sell to farmers will appreciate your co-operation—it will enthuse them to still greater effort—it will insure your market against the decreased activity which is on the way in the large centres. This does not mean that hardware, drygoods and grocery merchants should be overlooked—merchants in all lines of trade who sell to farmers are doing a brisk business—advertising in FARMERS' MAGAZINE will help them—and You.

Farmers cannot read FARMERS' MAGAZINE without being imbued with the spirit of progressiveness—it increases the sale of "City bred" merchandise to farmers; it educates—stimulates the desire for commodities usually thought confined to city markets.

FARMERS' MAGAZINE has done and is doing a great deal to bring the city to the country—to make the wants and purchases of rural residents the same as those of urbanites. That is why it will be helpful to you—if you advertise in FARMERS' MAGAZINE consistently.

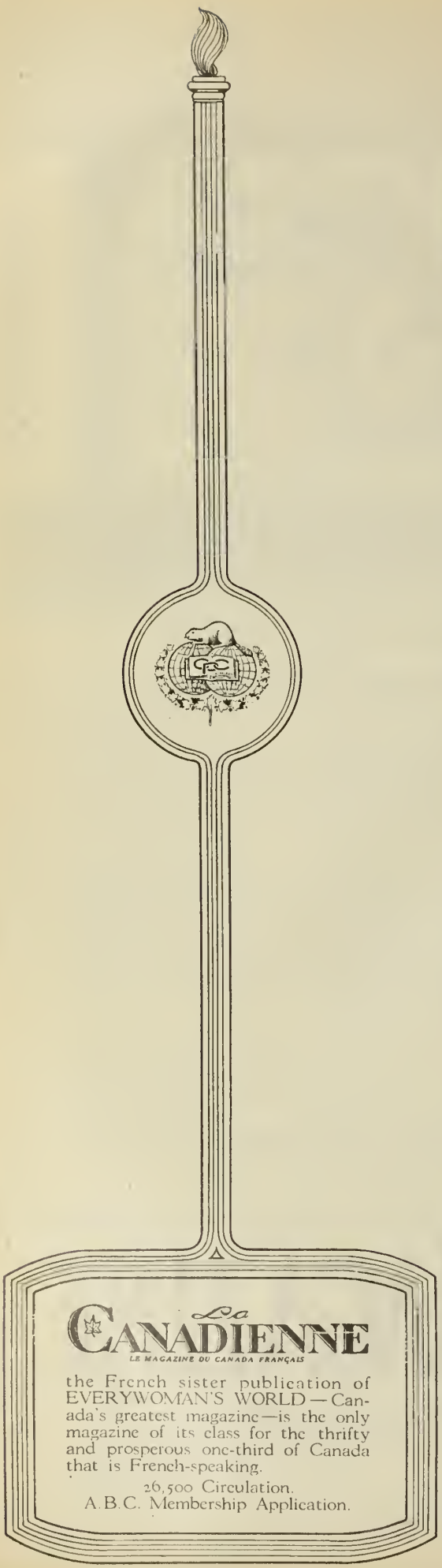
Place the enduring strength of this constructive editorial policy back of your proposition. Start now—use generous space every month in the year.

Ask for complete details regarding FARMERS' MAGAZINE and rural market

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - Toronto, Ont.


La
CANADIENNE
LE MAGAZINE DU CANADA FRANÇAIS
the French sister publication of EVERYWOMAN'S WORLD—Canada's greatest magazine—is the only magazine of its class for the thrifty and prosperous one-third of Canada that is French-speaking.
26,500 Circulation.
A.B.C. Membership Application.

EVERYWOMAN'S WORLD color advertising increased 32.5 per cent. in first six months 1921 over same period 1920.

LA CANADIENNE color advertising increased 113.3 per cent. in first six months 1921 over same period 1920.

The Reason: Strong, keen national advertisers recognize that EVERYWOMAN'S WORLD and LA CANADIENNE give the best value in Canada in superior color advertising.

They cover Canada, going into more than 130,000 Canadian homes.

A GREAT FAMILY OF BUSINESS PAPERS

Ranging in Age from Ten to Forty Years

The ideal medium for any advertiser is that which, first, reaches all persons who can directly buy or influence the buying of the product advertised. Second, reaches only such persons. Third, enjoys complete confidence and exerts real leadership upon its readers.

These nine publications do not strive for mere quantity of circulation, except to the extent of covering the whole of their respective fields. The potential buying power of the circulation is considered before large distribution.

Their editorial policies are directed wholly with a view to the service of their respective industries and to gaining the confidence of that trade or profession.

They present to the advertiser a selected, concentrated circulation in publications of recognized value and established reputation.

Sample copies and full information furnished upon request

PUBLISHING HOUSE OF HUGH C. MACLEAN

Hugh C. MacLean Publications

347 West Adelaide Street, Toronto

Montreal **Winnipeg** **Vancouver** **London, Eng.** **Chicago** **New York**

Members Canadian National Newspaper and Periodicals Association

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

A Flying Start

Exhibition Number July 5

ADVERTISERS who know the West and who are not tied to the apron strings of old Mrs. Pessimism, are clothing themselves in proper sales raiment and ensuring a flying start for the summer and fall trade of 1921 by reserving space in our special Midsummer Exhibition Number.

Just at this time the farmers have a "breathing spell" between seeding and harvest in which they size up their requirements for the fall and investigate products they are likely to need. One of their best ways of doing this is to visit the summer fairs and our Exhibition Number, reaching them just at the time of the summer exhibitions, offers an effective means of creating a buying impression.

Livestock producers are the most interested fair visitors—they are safety-first farmers constituting the best market (according to Babson) in the world to-day. They look for this number of The Nor'-West Farmer because this paper is recognized as the leading livestock exponent in the West—it carries more livestock advertising than competitive publications combined. The judging ring enthusiast refers to this number as a visitor's guide—he is your best prospect.

Reach the men who will buy, at a time when they can consider your product, by using generous space in our Exhibition Number, July 5. Forms close June 25, early copy gets best position.

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A. B. C.

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J. B. RATHBONE
95 King St. East

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MAGAZINE
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Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 11 TORONTO, CANADA JUNE 1st, 1921

THE IMPORTANCE OF PACKAGE DESIGN; A BRANCH OF SALESMANSHIP

The garb of present-day merchandize must convey its message in a flash. Technique of forceful simplicity is desired. The package as a guarantee of condition and quality. The influence of the 'groceteria' on package design.

Written for MARKETING by WALDON FAWCETT

FIRST impressions are not necessarily lasting impressions, no more with merchandise than with humanity, but, in the case of the former, even more than with the latter, is there advantage in pleasing address. However much we may scorn the logic the impulse is almost irresistible to judge a man by the clothing he wears. Similarly with the staples and specialties of commerce is the chance acquaintance, if not the old friend, impressed by the "get-up" of the commodity—the "dress" of the goods.

The keener grows competition and the more numerous the makes and models of goods that crowd the market places, the greater the significance that attaches to what is comprehensively termed the "advertising value of the package." With a multiplicity of brands confronting the prospect, it is less and less possible for the average citizen to be familiar at first hand with the merits and characteristics of each contender for trade. He must, to an increasing extent, judge by externals. Yet the very surfeit of competitive offerings is calculated, in the case of a very common type of ultimate consumer, to nurture the impulse to take no chances, but stick to the time-tried variety. To overcome this conservatism requires, therefore, a studied investure of "atmosphere" for the wrapped, bagged, or boxed commodity.

That formula for commercial publicity which commands display which he who runs may read, is applicable to the modern dressing of goods, if anywhere. Your hypothetical chance acquaintance whose attention is to be arrested must be caught on the wing. No leisurely and deliberate examination of rival packages, one by one, is to be reckoned with. Rather must the unknown candidate have, in order to win, a typography so striking or attire so colorful that, staring from crowded shelf or congested window display, it will rivet the notice of the hurried and heedless passerby. Literally must present-day merchandise garb convey its message in a flash.

CATCHING CONSUMER'S FANCY

As though it were not enough that the tension of modern life renders it most difficult to catch consumer fancy, assailed by numerous aspirants, the latter-day conditions of retail distribution complicate the task. As our cities grow and rents increase, shelf and counter and show window space in stores commands higher and higher premiums. Simultaneously the mounting ambition of merchants for maximum turnover holds them to minimum stocks of each line carried. Between the two influences the marketer of goods finds himself confronted with the necessity of so dressing his wares that a small consignment of his product, yea, a single unit, will prove eye-filling for the passive prospect. Here we have one of the most interesting principles of the new "school" of fashion in merchandise attire. And it is doubly interesting because in such absolute contrast to the tenets of a few years ago.

Massed attack was formerly the sole strategy of the seller who assigned an advertising mission to his package. Sound reasoning it was, too, for everyone realizes how superlatively effective, for example, is the flower garden which is made up of great beds of the same species of plant, affording masses of color. Nor is there, to-day, in the most progressive advertising and selling circles, any disposition to disparage the window or store display that obtains its strength through force of numbers of identical packages. So long as repetition and reiteration are accounted the soul of advertising must there be respect for the commercial costume that has cumulative force in proportion to its numbers.

The individually self-sufficient dress of goods has, however, steadily increasing advantages to commend it, especially when, as may so readily be arranged, the individuality entails no sacrifice of suitability for mass display. That the package that can make its way single-handed has the best of it in cramped retail quarters has already been mentioned. On top of that there is the consideration that the lone package, standing in the pantry of the everyday private residence or included in a camping outfit, may discharge an advertising function. To the same end is the cash-and-carry customer likely to serve briefly and unintentionally as a "sandwich man" for the marketer whose wares are dressed for delivery in habiliments that proclaim their origin. Finally, is package individuality, rather than mere package

conspicuousness, desirable for the current cult in advertising that makes a reproduction of the package a prominent feature of the copy.

Even though all marketers have the same incentive or objective in garnishing the wares that they set forth, yet can there be no hard and fast rules for dressing the goods. The chaaracter of the merchandise and the market in which it is sold must, abviously, dictate to a certain extent. So, too, may perishability or susceptibility to climatic conditions necessitate wrappings that leave the costumer no choice of the medium in which he will work. Even the question of the number of rehandlings to which goods are subjected between producer and consumer may enter, as tempering the desirability of introducing in the dress ribbons, bands, seals or stickers that may be detached or mutilated en route.

Dried peaches in packages are a fairly recent innovation. This illustration is from an advertisement addressed to the trade in *The Canadian Grocer* wherein the advertiser sets out to convince the dealer of the value of stocking dried fruits in packages rather than in bulk.

This particular package is perhaps too close in appearance to a seed package to achieve distinction; but, at least, it is plainly marked and makes the most of the space afforded for putting over its message.

Technique of Simplicity

Sentiment has swung strongly, in recent years, among advanced thinkers of salesdom, to a technique of forceful simplicity in the get-up of goods. There has been every ambition to render a glorified package unforgetable, even bizarre in appearance, but there has been conscious restraint lest a dress be cluttered by too much reading matter —too many accessories that do not really contribute. By this ritual the name of the goods, as it appears on the exterior, is played up, and so is the trade mark. With like loyalty is there embodiment of any color scheme that may serve to identify the product or link it with other products from the same source. But there has been avoidance of text that it was felt might becloud or bedim the essential features of the composition.

To confound this carefully-formulated logic has come a new development in marketing practice, viz., the cultivation of retail self-service. It was the shortage or man-power during the world war that gave the self-serve store its greatest impetus, but the type of store where the customer waits upon himself has come to stay, because there is a considerable portion of the population that prefers this form of shopping, just as there is a public that prefers the cafeteria to the old-fashioned cafe or restaurant. In deference to that section of the buying community that prefers to exercise individual initiative, even stores that employ the full quota of salespeople are finding it expedient to allow customers to browse at will among the stock, making their own selections.

Silent Salesmanship

With the growth of this self service or unaided selection of merchandise a new responsibility has been thrust upon the get-up of the goods. Here is a call, with new intensity, for silent salesmanship by the article that aspires to be chosen. A certain proportion of the ultimate consumers who seek the automatic channels of retailing, demand no more of the "dress" of goods than that it shall identify to them a familiar article or proclaim a trade or corporate name in which confidence reposes. But this contingent of customers is outnumbered by the explorers who range the self-serve marts alert for new discoveries. To this section of the consuming public the commodity that wears its heart on its sleeve is literally a missionary with converts in numbers proportionate to the eloquence exerted. Here is there opportunity, yea, need, to draft the package as a carrier or reason-why advertising.

In the face of the trend of the times only the marketer who has a product that is familiar to every man on the street and every woman in the home can complacently stick to the doctrine that the dress of goods need concern itself only with the conventional. All others, the small traders, the newcomers in a field, etc., must be prone to compromise with their convictions, if need be, and incorporate in the get-up, inscriptions that will interpret the goods to the new acquaintance or suggest new uses for the utility that has long functioned in a given groove. Educational considerations are in part responsible for more extensive recourse to pictures in the dress of packaged goods. A picture that suggests the why and the how of a novelty is a fitting introduction card. But, through it all, the broad-visioned marketer keeps the faith of goods get-up that is within the comprehension of the illiterate.

Eloquent of Quality

In the vanguard of modern marketers are certain designers of dress of the goods who have discovered that it is not enough to make the package "stand out" or artistically rise above its fellows on shelf or counter. More than that, it is desirable that the package be eloquent of a certain quality in the goods or reassuring as to the state in which the enclosed goods reach the ultimate consumer. Thus a package of dignity and distinction betokens fine stationery, even as the element of delicacy or daintiness is eloquent of a high-grade perfume or toilet article. The supreme field, however, for meaningful packaging is in the line of food packaging. Here it is not only open to the package to intimate class and quality, but, even more to the point in popular appeal, the dress of the goods may vouch for the precautions prescribed by modern sanitation and for the conservation of the flavor and other qualities that give the product its reputation.

It was, indeed, precisely these considerations that brought about the present era of food packaging which was inaugurated upward of a quarter

of a century ago. The biscuit bakery that was the leader in revolutionizing package merchandising demanded a package that would deliver its soda crackers to the consumer as fresh and crisp as when baked, and that would free the fastidious housewife from the thought that her tea wafers had passed unprotected through the grimy hands of the grocery boy who dispenses kerosene and potatoes. From this beginning we have progressed to the point where, not content with attractive cases that carry each sales unit undefiled, we find within such cases individual wrappings that separate the articles from each other and prevent contact with the carton.

Package as a Guarantee

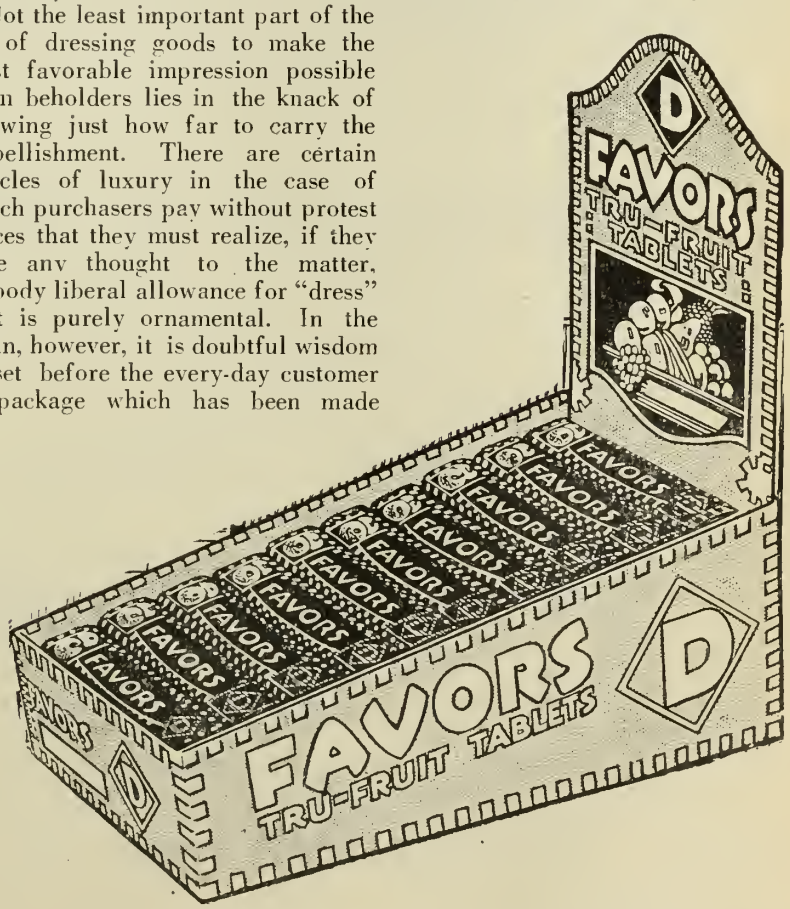
In Canada or any other country of magnificent distances there are potentialities in the package that serves as a guarantee to the ultimate consumer that his purchase is in the precise condition in which it left the factory or seat of production. There are few products in any line but what are likely to suffer deterioration in one form or another if exposed for a long time to light, sudden changes of temperature, etc., etc. Yet, from the very nature of things, the merchants along a far-flung marketing line, must content themselves with goods that have been for some time in transit from the factories, and, furthermore, the isolation of some stores demands the carrying of large stocks, which means, of course, that goods cannot always be "fresh" in the sense that they have but lately been created. However, the hygienic, airtight, moisture-proof package annihilates time and distance, and if its impervious quality is properly made apparent it will be accepted as an insurance policy on the condition of the goods, not merely by the sophisticated consumer, but likewise by the chance acquaintance who has faith in hermetically-sealed containers.

Not a few marketers whose products are what might be termed on the border line of risk of deterioration, have hesitated to go to the expense of receptacles that confer immunity from the ravages of time, travel and the elements. Believing thoroughly in the advertising value of the package, the question before such a waverer is whether to go to the expense of a tin or glass container or to rest content with paper wrappings that are just as distinctive. The question is one, manifestly, to be decided by the marketer according to his own light, but there is just one thought to be recorded in passing, namely, that compensation may be found for the expensive package if it has permanency and serviceability that causes it to be preserved for everyday use, thereby becoming an enduring advertisement.

There are lines of trade in which it is a well-recognized fact that a considerable portion of the sales volume is placed in a given quarter because purchasers desire to secure the containers in which the favored articles are packed. This is the case, for example, with certain brands of soap and talcum powder and various food products that are distributed in tin containers that constitute, after the original contents are consumed, most convenient receptacles for various household purposes. If the handy container is not actually an incentive to purchase, it serves, if preserved at all, as a reminder when the time comes for replenishment or the placing of a repeat order, and likewise, through force of example, does the versatile container, even though it has found new use, suggest purchase to bystanders who make first acquaintance with the product by proxy, as one might say.

Not the least important part of the art of dressing goods to make the most favorable impression possible upon beholders lies in the knack of knowing just how far to carry the embellishment. There are certain articles of luxury in the case of which purchasers pay without protest prices that they must realize, if they give any thought to the matter, embody liberal allowance for "dress" that is purely ornamental. In the main, however, it is doubtful wisdom to set before the every-day customer a package which has been made beautiful as a first consideration. It is all very well to present goods in a get-up prepossessing enough to win the passive prospect, but your average citizen is most readily won by a package that has a manifest utilitarian purpose along with its grace of outline and color. By the same logic is it accounted a fatal error to indulge in what is known as "slack-filling," to incorporate an excess of packing material or risk a package that might be condemned as "deceptive," for the sake of commanding attention. This is a temptation to which manufacturers of small articles have sometimes succumbed, but it is a tactical error.

In this same connection the seller of individually-packed articles must realize that, in one sense, he is constantly on the defensive. The business community and the great majority of ultimate consumers unquestionably recognize the present system of individual packaging as a notable advance over the old method of bulk stock. The hygienic advantages, the curtailment of waste in handling, the elimination of shop-worn goods, and the prevention of substitution would all justify it to most jurors. But there is, withal, a section of the community that finds



This counter-display used by a Canadian candy manufacturer indicates the possibilities of making the dress of the package a silent salesman. The simplicity of the design is commendable, and even in this reproduction, which necessaarily eliminates the color values, the attractive effect is readily recognized.

fault with the practice on the score of its cost to the ultimate consumer. And this contingent has grown decidedly vocal under the tension of the higher cost of living and the fad for co-operative buying of staples in bulk. Accordingly the dresser of goods may be put on his mettle to provide an economic alibi. How ingeniously this may be done is attested by the marketer of "sealed" talking machine records, whose package assures to the purchaser an unworn record, and by the up-to-date producer of rubber balloons and other toys which are to be placed in the mouths of children, and which go forth in enclosures that minimize risk of infection.

Speaking of children, it should be recognized that some of the most notable successes in employment of novel packages as sales levers have been attained by marketers who have capitalized juvenile interest. Youngsters will pester their elders interminably to purchase brands that come in containers that they covet. For example, a well-known brand of table syrup made rapid headway in the market because it went forth in miniature log cabins which caught the fancy of the kiddies. A cracker baker gave a brand of packaged ginger snaps a flying start when he adopted a package adorned with a picture of a circus clown, and made an even bigger hit when he enclosed crackers in the outline of animals in a pictorial carton reminiscent of Noah's Ark.

Not the least of the virtues of distinctive dress of goods is that it is a means of winning patronage, but is also a means of holding established trade. In every English-speaking country the courts have repeatedly ruled that imitation or infringement of the "dress of goods" is a serious offense. Even though there be no statute specifically prohibiting it, yet have the judicial tribunals held that counterfeiting the get-up of merchandise is a form of unfair competition. When an originator has made long-continued use of a particular form of package and particular colors for its wrappers, papers of instructions and labels, so that these have come to distinguish the article in the trade, no other merchant or manufacturer may appropriate the peculiarities of form and color without inviting a suit for damages.

It is of the utmost importance also to all marketers that in appraising the get-up of goods that come close to one another in appearance, the test or the measure is found in the impression which a given "dress" would make upon the casual customers or chance acquaintances. Time and again have the most eminent judicial umpires said that the remembrance and the favoritism which a marketer cultivates by means of distinctive dress for his goods is the goodwill impulse of the average everyday citizen. Accordingly, it matters not that an expert and experienced buyer is able to note the minor differences between goods that are twins or "doubles" in dress if the average customer or chance acquaintance would be confused or led into mistake. In other words, a get-up that would deceive retail purchasers is taboo even if it would not mislead the trade. The ultimate moral, then, is that in dressing goods to impress the chance acquaintance, it were well to go to extremes in quest of individuality. Nor is it wise to be content with an individuality of package that is known to be unique merely in the locality or sales territory where there is current distribution. Sooner or later the marketer may desire to expand his market. Hence it is the part of forethought to scan the entire commercial horizon before designing dress for goods to make sure that neither far nor near is there already on parade a merchandise costume that anticipates the one that it is proposed to introduce.

* * *

TWELVE TIPS ON ADVERTISING*

Tip No. 2.—Use Your Brains To Save Your Pocket

In this second article Mr. Casson discusses the mistaken policy of buying expensive space and filling it with cheap copy.

By Herbert N. Casson

MOST advertisements, to tell the truth, are too big and too bad. They should be smaller and better—that is what I mean by this second Tip—*Use your brains to save your pockets.*

Once a man starts to advertise, all his advisers cheer him on to use *large space.* They talk *full pages* to him until he is ashamed to use any small advertisements.

The full page is taken as the *unit* of advertising, so that many an advertiser feels as if a quarter page were only a quarter of an advertisement.

These full page compaigns were carried on so successfully in the United States that the full page is now regarded as the normal size, and anything smaller is looked upon as cheap.

The craze for large space has been carried so far that many advertisers are now obliged to take *two pages* instead of one in order to be conspicuous.

An advertiser who always takes full pages is as foolish as a driver who shouts at his horses. The fact is, as every horse-lover knows, that horses never need to be shouted at, and it is a pity and a mistake to make them accustomed to shouting. I once knew a well-managed stable where if a groom swore at a horse he would be discharged.

The main thing in advertising is not to spend money. It is to make the greatest volume of sales *at the lowest possible percentage of cost.*

The main thing is not that an advertiser shall be butchered to made an advertising holiday, but that the advertiser shall make a profit and extend his business.

One of the largest advertising agencies in the United States has the following motto: "Keeping everlastingly at it brings success."

Well, it brings success to the agent and the publication, but the vital question is—does it bring success to the *advertiser?* It is an undoubted fact that many an adver-

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A Cheerful and Helpful Friend to the Home-maker

The appeal of The Globe to the women in tens of thousands of Ontario homes is something very real and very strong.

As the first Canadian daily to establish a Women's Department, The Globe has always kept that Department at a high state of efficiency and service. Mrs. Jean Blewett, who is well-known and well loved throughout Canada, contributes every day.

The Globe's articles on household marketing are followed by housekeepers, as the trend of the stock market is followed by the men.

Affairs in all movements with which women are concerned —and they are many—are adequately written by women editors who know their respective fields of endeavor as thoroughly as any political editor knows his politics.

Then, of course, the social doings of the people are written entertainingly from day to day.

The City News Edition is popular with the women of Toronto and vicinity. All their departments are complete in one section. "Divide it at the breakfast table" is what they insist upon with The Globe.

Many advertisers understand the appeal The Globe makes to the women and the interest with which the feminine readers follow its columns. They profit by the knowledge that The Globe remains in the home all day long.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

tiser has been goaded on to spend—spend—spend. until he weakened his business and eventually broke it down.

The advertising profession has its graveyard—don't forget that, as well as its Hall of Fame; and the unpleasant fact is that too many publications and agents would just as soon put a client in the one as the other.

Advertising is not a Monte Carlo. It is not like betting in a horse race. There is a large element of risk, but it is the duty of the advertising profession to avoid the risk as far as possible.

A competent, conscientious advertising agent costs an advertiser nothing. He pays for himself and more, by avoiding risks and by buying space wisely.

The mistake that is usually made is to first buy large space and then to dash off a fourth-rate advertisement to fill it.

It is a curious fact of business psychology that a merchant or manufacturer will pay $2,000 for a full page and then fill the page with a worthless, commonplace advertisement that costs perhaps $20 to make.

My Tip No. 2 means that this man should have spent $250 on the advertisement itself and $1,000 for a *half page.* By this means he would have saved $770 and very likely have sold *twice* the amount of goods.

Spend more on the advertisement itself and less on the space—that is what this Tip No. 2 means.

Is it not true that most advertisers are like a man who would buy an expensive plot of land in the middle of the town and then put a henhouse on it?

There are too many henhouse advertisements, and now that advertising rates have gone up the time has come for advertisers to use their brains to save their pockets.

First make your advertisement—then decide how large it is fit to be. That is a safe rule that will revolutionize most advertising departments.

Mere bigness is not enough. The time has gone by when the public will gape at bigness.

Quality in advertising is more effective than large space. No matter how big an advertisement may be, if it is common stuff it glances off the minds of those who read it. Often it produces a harmful effect—it makes people think that they will now pay too much for this advertised article because of the cost of advertising.

You must first make your advertisement *worth reading.*

You must bear in mind that it has to compete with other advertisements. Yours will not be the only one.

This is a simple enough fact, yet many advertisers are so self-centred that they quite forget it.

Your advertisement must fight for its life against a large field of competitors. No one, perhaps, will deliberately look for it.

Your advertisement must be clever, or entertaining, or *unusual* in some way. As to how this can be done we shall see in future articles.

What I want to emphasize this month is that in most advertising campaigns there is more money spent than brains.

If more brains were used there would be better results at a lower cost.

And I will go so far as to say, in defence of *advertising,* that if any firm will use *both* money and brains generously they will practically *eliminate the risks.*

We must not blame *advertising* for the faults of those who make their living by it. It is one of the great *business forces* of the world.

Hundreds of firms spend hundreds on *advertising* when they ought to spend thousands, and the reason in most cases is that they are afraid of the spenders and the wasters, as they have good reason to be.

The truth is that in *advertising,* as in *engineering,* the problem is how to get the best possible results with the least possible expenditure.

In *engineering* we use our brains to save our pockets; and in *advertising* we should do the same. An efficient advertising manager is in reality a *publicity engineer..*

* * *

A NEW USE FOR THE "SAMPLE" IDEA

The story of how a laundry manager, enamoured of the "free sample" idea, finally worked out an original and striking adaptation of the principle to his own business.

Written for MARKETING by J. L. LOVE

BY the very nature of its business a laundry is unable to avail itself of some modern methods of salesmanship. For example, it is impossible to send samples showing the handiwork of the establishment. A "sample" collar or handkerchief would demonstrate very little, and would. prove unconvincing even were such a scheme feasible.

A laundry can only show its efficiency by securing a trial order, and that cannot be landed by any invitation to send for a "free sample" of its work.

Most laundries have been content to accept the situation and to confine their advertising to such publicity as the circumstances make possible.

Not so W. J. Henning, however. Mr. Henning is president of the Toronto Wet Wash Laundry Co., Ltd. He is a keen and shrewd advertising man, who generates his own original ideas and writes his own forceful copy. The "free sample" proposition was too good to be let go without careful investigation. Why shouldn't a laundry send out samples? The reply, How can it? did not satisfy Mr. Henning. Neither did it daunt him.

He admitted that it was not practicable to send samples in the ordinary sense. He did not think it possible to commission a saleslady with a "family wash" to call on the lady of a house and demonstrate what a wet wash laundry could do. If such schemes occurred to Mr. Henning's mind they were not harbored long; but, being a good advertising man, he held on doggedly to that "free sample" idea.

Mr. Henning knew that a great many people, particularly the women he desired to reach, are educated up to the idea of writing for samples of both new and old products when these are offered in advertisements, and that these ads. pull longer and better than any other form of publicity of the same kind. He knew that

Worth More to the Advertiser Because the Subscriber Pays More for It

THE value of a newspaper to the advertiser is often in proportion to what the subscriber pays for it.

People who pay *five cents a copy or twelve dollars a year* for a newspaper do not buy it merely to glance through it and toss it aside.

Over 30,000 families pay that much for The Gazette. It is purchased to be read—and by the middle and better class families in Montreal.

The Gazette's policy of dividing publishing costs fairly between the subscriber and the advertiser is widely commended.

The Gazette influences the minds and money of its readers to an extent achieved by no other daily in the Dominion.

Circulation is not everything.

Rate is not everything.

Subscription price is important. It selects your audience. It guarantees—in the case of The Gazette—a reader-circle of the utmost buying-power.

COMPARE SUBSCRIPTION RATES

The Gazette

MONTREAL

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

NEW YORK
Gilman, Nicoll & Ruthman
World Building

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C.

BOSTON
Gillman, Nicoll & Ruthman
Tremont Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

CANADA'S BEST NEWSPAPER

toothpastes, shaving creams, toilet powders, soaps, coffees, cocoas, even tobaccos, and a thousand and one other things, are being sold in great volume daily just because their proprietors send out free samples broadcast. He refused to be convinced that a laundry could not attract new custom along a similar channel.

The only real problem in the case of a laundry was to discover the particular sample that would prove the philosopher's stone of better business.

There are several items that enter into the process of laundering besides the skill of the workers and the up-to-date machinery, that make for good work. There is the soap, for example. There is the blue. There are the various chemicals. Mr. Henning considered each of these articles, but, after due reflection, rejected them all as having little if any virtue from the "free sample" point of view. What was left? Nothing—well, hardly that; the biggest, most important thing of all was left. That was the water!

Water! "Send for a sample of the rain-soft water we use," flashed through Mr. Henning's mind, and the main idea for a new and original advertising campaign for laundries was born.

At the plant of the Toronto Wet Wash Laundry all the water used goes through a process that transforms it into "zero water," or water from which all lime or other hardening matter has been entirely removed. The result is a water that is velvety and rain-soft. The difference between "zero water" and the hard local city water is marked, both to taste and touch, but when it comes to a comparison for washing purposes the treated water has the city brew beaten to a frazzle.

Let us send you a sample of the "Rain Soft" water we use

You know what a luxury a shampoo in rain water is. Well, we want you to see for yourself how absolutely soft is the water we use throughout our laundry.

Phone us—or drop us a postal—asking for a sample of our "rain soft" water. We'll deliver you a generous portion.

Use it for a shampoo—or wash a dainty waist or a piece of fine lingerie in it. Note the wonderful difference, as compared with our hard local water.

This "rain soft" water we use in every process in our plant. Every piece of work handled here is washed and rinsed in the velvety soft water. Which explains the new standard of laundry work we've set up in this town.

zero No lime Rain water

Get that free sample of "rain soft" water at once. Try it—then send us a trial bundle of work, to be washed the "soft water way."

TORONTO WET WASH LAUNDRY CO. LTD.

1123 Dundas West - Park 5280

The "sample" of water is given utility by suggesting its use for shampooing; thus stimulating enquiries which can be followed up.

In his office Mr. Henning has a few glass bottles, globes and test tubes to demonstrate the actual difference between "zero" and city waters. By actual test he shows that it takes more than four times the quantity of soap to make the sluggish lake water lather compared with the "zero" article.

Combining these practical truths with the prevailing love of "free samples," Mr. Henning evolved his campaign, playing up the Wet Wash Laundry "rain-soft" water and offering to send "a generous portion" in response to a phone call or postal.

Realizing that few people would be interested in a gallon of water as such, no matter how soft, the advertising suggests one or two ways in which the sample may be utilized. "Use it for a shampoo," is one suggestion, emphasized by the cut at the head of the ad., showing a girl washing her luxuriant locks with billowy suds.

"Wash a dainty waist or piece of fine lingerie in it," is another piece of advice given in the first of the series, all of which will occupy 224 lines double-column newspaper space. The copy goes on to explain the benefits of "rain-soft" water in a modern laundry, and closes with the urge to "Get that free sample of rain-soft water at once. Try it—then send us a trial bundle of work to be washed the 'soft-water way.'"

* * *

ARE WE ENTERING A "SMALL SPACE ERA"

Definite trend toward single-column space on the part of many Canadian advertisers prompts examination of the necessary technique for Lilliputian copy. Limitations may halt tendency before it becomes general.

DURING the last few months in Canada there has been established a definite trend toward the use of small space by national advertisers. The tendency is not so marked in the United States; but Canadian newspapers—and, to a lesser degree, the periodical press—exhibit an increasing number of diminutive advertisements.

The term "diminutive" is used advisedly, for in many cases the movement toward curtailment of space has gone the limit, and two or three inches single-column appears to have been adopted as a standard size by those who have—perhaps unwittingly — led the procession toward a "small-space era."

Most men concerned in the business of advertising, including the publishers themselves, looked for something of the kind to happen as printing costs and advertising rates continued their parallel upward curve. But few of them, probably, anticipated such a sharp transition from extravagantly-displayed copy to the pigmy advertisements which now dot the newspaper page.

Copy a la Lilliput.

A glance through one copy of a single newspaper will not give an adequate idea of the extent to which this Lilliputian tendency has already been carried. There are still many large advertisers—chiefly local—whose announcements obscure the general drift toward microscopic copy. But that there *is* ample evidence of such a drift is proved by the diversified businesses who are regularly running single-column advertising.

The list below is by no means complete, but it indicates the wide range of products which are being advertised with dwarfed campaigns in Canadian newspapers and farm journals:

What is "Service"?

SERVICE is a small word—easily spoken and freely used.
Service in the abstract means "doing things for other people."
Therefore, it can mean a little or it can mean a lot, according to the interpretation of the one rendering the service.

"Citizen Service" means a lot to its advertisers

The Citizen furnishes more than merely white space on which to print their advertising.

It acts as a link between the consumer and the manufacturer or distributor.

It furnishes to the middleman or dealer, through its monthly publication, The Citizen Retailer, valuable hints as to window display, selling practices, merchandising generally, and items of interest about the goods exploited in its advertising columns and the firms behind them.

It maintains a "Bureau of Research," whose mission is to conduct trade investigations, compile and submit statistics and to secure and furnish any information about markets and market conditions.

It also maintains a Copy and Layout Dept. for the purpose of assisting local merchants or other advertisers in the preparation of good sales copy.

It has also maintained for the last few years a window dressing competition, issuing prizes to retailers for the best window display each month, featuring advertised products.

The ambition of The Citizen has been to make the "Citizen Service" broad, comprehensive and genuinely efficient. It is a powerful instrument—ready built for your use—and at your disposal.

When contemplating publicity for Ottawa and vicinity —this "Citizen Service" should be considered by you

The Citizen

Ottawa's Foremost Home Newspaper

THE MORNING CITIZEN **THE EVENING CITIZEN**

OTTAWA

Canada's Capital City

City Circulation 21,138 **Total Circulation 29,903**

Breakfast foods.
Soap.
Face Cream.
Jelly Powders.
Canned Milk.
Meat Extracts.
Corn Syrups.
Soft Drinks.
Salt.
Proprietary Medicines.
Tobacco.
Men's Collars.
Player Pianos.
Portable Garages.
Gas Engines.
Hats and Caps.
Kitchen Utensils, etc., etc.

These accounts have been observed in the last few weeks, and in many cases more than one advertiser in each classification has been using single-column copy, three inches or less.

A Hardy Perennial.

Before these campaigns were planned there is no doubt that many discussions took place as to the relative value of large space sparingly used or the frequent insertion of small copy. Such dialogues are becoming—in the advertising business—almost as classic as those of Plato. The question is a hardy perennial: but this year the crop has been larger than ever.

The problem may never be settled, but drastic increases in the advertising budget have caused many manufacturers to give the "frequent small space" plan a practical trial. And, up to a certain point, they have theory on their side also. For although greater attention value is secured by the use of larger space,

This "pigmy" advertisement was evidently designed on too large an original scale. It looks like a reduction, and consequently loses force.

it is now an established dogma of the profession that the increase in value is not proportionate to the increase in cost.

The law of diminishing returns holds good in advertising as it does elsewhere. The attention value increases more slowly than the amount of space employed, at a rate which approximates to the square root of that amount. In other words:

> If 1-16 page space brings 25 inquiries,
>
> Then ¼ page, though *four* times the size, will bring in only *twice* the number of inquiries, or 50.
>
> And a full page, though *sixteen* times as large, brings only *four* times the number of inquiries, or 100.

That excellent text-book on "Advertising, Its Principles and Practice," by Tipper, Hotchkiss, Hollingworth and Parsons, in commenting on this phenomenon, states that "it has been conclusively demonstrated that the square root law holds, whether inquiries, orders, cost per sale, or experimental attention value be considered."

This being true, it might appeal to some manufacturers as advantageous to reduce advertising appropriations by three-fourths at a sacrifice of only half the results obtained. But that such a practice has been followed is not apparent. Few advertisers are willing to sacrifice half or one-fourth of their results from advertising, even in the face of rate increases. But many have apparently decided that the frequent insertion of single-column advertisements will prove more resultful, from the cost standpoint at any rate, than three or four column copy at lengthier intervals, which was customary in the past.

Brevity Essential.

It must be admitted, too, that apart from attention value, the handicap of small space is very slight in its effect on the actual message where newspaper advertising is concerned.

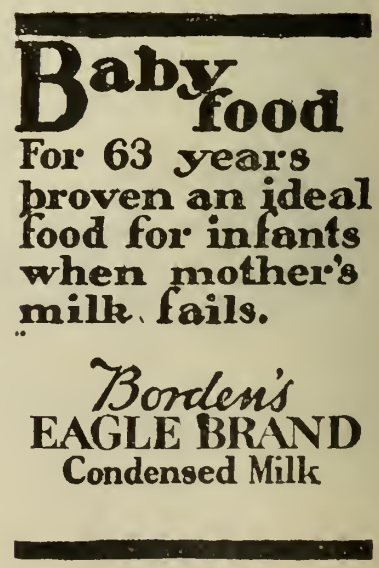
In newspapers the message must necessarily be brief. It is roughly estimated that the average amount of time given to an advertisement is not more than thirty seconds.

The intelligent advertiser has rarely used lengthy copy in newspapers, and if a threatened "small-space era" should succeed in driving the unintelligent copy-writer into curtailing his message, through sheer physical limitations of space, it might not be a bad thing for the industry.

The pigmy advertisement not only makes brevity a necessity; it further emphasizes another requirement of good newspaper copy — bold, original, distinctive display. Magazine pages, posters and car-cards are individual units, and consequently do not have to compete with each other to the same extent as is the case with perhaps half a dozen advertisements or more pyramided on one page. With small space coming into more or less general use the number of advertisements per page is rapidly increasing, and the need of unique and unconventional stunts to compel attention will offer an insistent and continuous problem.

Few of those who have adopted the Lilliputian style appear to have grappled successfully with the technique demanded by its limita-

This piece of copy is an indication that the Lilliputian advertisement will lead to the "hey-day" of the hand-letterer.



Here, as in the Grape-Nuts advertisement opposite, the attention-compelling value of hand-lettering has been put to good service.

Editorially Helping the Retailer to Sell More Goods

AT first glance this will naturally appear to be a long bridge to span in one jump. Few publications can make this claim and substantiate it in that for the most part their reading matter is "news" which is not relevant to advertised goods.

The Grain Grower's Guide is not a publication of this character. In reality it is a TRADE PAPER TO THE FARMER AND HIS WIFE and is consistently read by them for the practical and helpful knowledge it disseminates in direct relation to their business—home-life and surroundings.

For these reasons the editorial character of The Guide prepares the reader's mind for a keen appreciation of the advertised goods in it.

Let us illustrate our point by quoting two concrete examples—one as affecting the farmer —the other his wife.

Influencing a Farm Necessity

Within the last decade one could have counted the number of silos in Western Canada on the fingers of one hand. As part and parcel of a farmer's equipment the silo, however, was of paramount and vital importance to him. Ownership made him a better farmer and a better financial risk because he was not solely dependent on grain crops. But before a farmer could be influenced to buy a silo he had to be sold on its profitableness and educated in all the various phases of ensilage production, storage and utilization. Since the first successful demonstration of Sun Flowers as a substitute for corn, "The Guide" has given its full editorial weight to the promotion of the new crop, outdistancing all the other periodicals in Western Canada in this respect. The advent of the Sun Flower now reasonably assured, will mean silos springing up all over the country.

All this educational work has made the farmer's mind more receptive to silo advertising—and silo advertisers will reap the benefit.

Women's Numbers

Every issue of The Guide contains reading matter of interest to a woman. But the second issue of every month is hers entirely—These "Household Magazine Numbers" have won their way to her heart. And The Guide is the only farm journal to give her this superservice. Use these numbers to reach her.

Awakening Inherent Desires in Woman

Apart from taking care of the practical side of a farm woman's life and her problems, "The Guide" speaks to her concerning those things which are dear to her heart. "The home beautiful," "The Garden," "Fashions," "Millinery," "Cookery," "The Competition," etc. "The Guide's" next Household Magazine Number (June 8), will contain an article featuring "The Care of the Hands in Summer."

This article opens up new avenues for toilet and skin preparations. Advertisers who follow up this article with a logical appeal should meet with more than ordinary results.

The significant point is that almost every manufacturer can benefit through this more than ordinary goodwill consumer appreciation of advertised goods which has already been created for him through

The Grain Growers' Guide

And Its Auxiliary Services

And The Guide's Dealer Service Bulletin enables its national advertisers to jump the gap which ordinarily exists between the average publication and the final salesman—the retailer—probably at a time when the reader's mind is predisposed towards the advertiser.

The Dealer Service Bulletin is a free service to "Guide" advertisers. It tells the retailer every month who are the advertisers who are fostering this greater than ordinary consumer good-will appreciation.

Western Canada's live retail merchants read "The Guide's" Dealer Service Bulletin every month to acquire this information. They are, moreover, making use of the free services which "The Guide's" Dealer Service offers them. These merchants have found that a predisposed mind is almost as good as money in the bank—therefore, it pays them to stock and back those lines advertised in "The Guide"—and they are doing it.

82,000 Circulation + **A Live Dealer Service**

Is certainly worth considering. Full information will be sent on request gladly

Why don't you bridge this gulf in one jump too?

Address nearest office

Head Office: WINNIPEG, MAN.

Toronto, Ont., 53 Yonge St. | Montreal, Que., Gardenvale P.O. | Moncton, New Brunswick

New York, N.Y., 1478 Broadway

Members A.B.C. *Published Every Wednesday*

tions. In too many cases it is obvious that the single-column newspaper advertisement has not presented itself as a distinct problem, involving entirely new treatment. Some advertisers have deemed it sufficient merely to reduce two-column, or even three-column advertisements, to the miniature size, and let it go at that. Others, although not actually using reductions of standing advertisements, have apparently designed their pigmy copy on too large an original scale, with the result that they resemble reductions altogether too closely. An example is the Coca-Cola advertisement here reproduced.

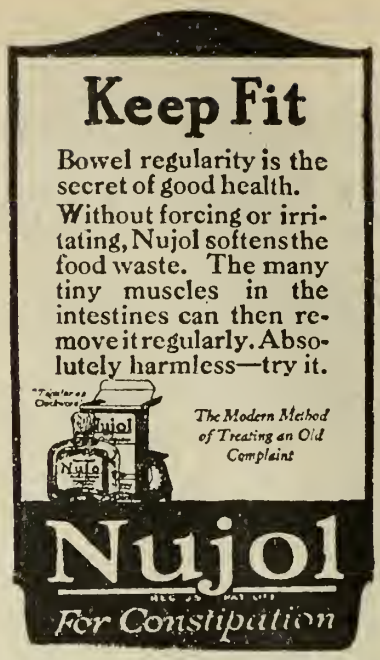
Need New Technique.

Artists who are accustomed to working on a scale of one and a half or even twice actual size, to allow for reduction, are perhaps inclined to overlook the fact that while this often works out to advantage and obliterates the minor defects and coarseness of a large drawing intended for four or five column space, there is an eventual *vanishing point* which must be considered in the designing of dwarfed copy.

Type becomes illegible or extremely hard to read when reduced below the equivalent of six-point, and although a full reduction of one-half may not render a single line of type unreadable in the case of a four-column advertisement reduced to two columns, the same may not be true of an advertisement reduced from two columns to one.

It is perhaps not easily remembered that a double-column advertisement reduced to single column occupies only *one-fourth*, not *one-half* the space of the original.

In this and in the Crown Syrup advertisement the package is made to appear negligible, indicating that the limitations of dwarfed space have not been realized by the designer.


Keep Fit
Bowel regularity is the secret of good health. Without forcing or irritating, Nujol softens the food waste. The many tiny muscles in the intestines can then remove it regularly. Absolutely harmless—try it.
The Modern Method of Treating an Old Complaint
Nujol
For Constipation

Here is an excellent example of the futility of trying to reproduce the package in a "pigmy" advertisement.

Hence the necessity of an entirely new technique.

Experience in laying out and designing advertisements as small as two columns has practically no bearing on the problem of the pigmy advertisement; first, because the single-column copy is, on the average, only one-fourth as large, and second, because it brings type perilously close to the vanishing point.

Poster Idea Won't Do.

There are examples of other advertisers who have given, perhaps, a little more thought to that problem, and have arrived at the conclusion that poster treatment will solve it. Indeeed, one of the foremost advertising journals on the continent, in a recent article, stated that "perhaps the poster idea is the best guide to keep in mind in working out small advertisements."

This advice is based on the idea that these pigmy advertisements—"bullets," as they are called in the United States—resemble the poster in that they call for bold, simple, terse copy, and demand a style of composition aimed at bringing out a single unified idea.

Such a formula, however, is of little help to those who are seeking a Lilliputian technique. In the first place it contains nothing that is not applicable to any good piece of copy, regardless of size, placed in a newspaper by a national advertiser; and, in the second place, it is more harmful than helpful, in that it holds up the poster as a pattern from which to work, and thus, by encouraging mere imitation, discourages experiment and study. It seems to offer a royal road to success in an entirely new field, whereas—and this is true of most fields—there is none.

Avoid the Miniature.

That the poster, in spite of a slight superficial resemblance, is by no means a safe guide to follow in the design of pigmy advertisements can immediately be proved by reducing a poster to the "bullet" size and observing the result. It is impossible, no matter how simply composed an example is taken, to make it look like anything but a reduction. It looks like a *miniature*, and the miniature effect is precisely the thing to be avoided.

Here, indeed, we are confronted with the quintessential challenge of the dwarfed advertisement. Every other form of advertising permits of the reproduction of the package or the product itself. The "bullet" does not.

For this reason, if for no other, the "small space era," if it comes at all, will probably be short-lived.

A great deal of successful advertising has been based on the idea of familiarizing the public with the package or with the appearance of the product itself. The newspaper has never lent itself any too well to this class of advertising for the reason that black and white reproductions of colored labels are rarely successful. But if to this handicap is added the further limitation of miniature size, it is immediately seen that any attempt to reproduce a package will end in creating an effect

Stew prunes, *peaches*, or other fruits with Crown Brand Syrup. It gives a rich, heavy-bodied syrup of just the right sweetness.
Crown
BRAND
Syrup
The Great Sweetener
11

Here again the miniature effect, which should be studiously avoided in the preparation of "bullets," is brought about by the endeavor to display the package in spite of space restrictions.

The BIG PAPER *Between* WINNIPEG *And the* COAST

MAIL takes eighty-five hours in transit from Winnipeg to the Pacific Coast. Just about half-way in the journey is the largest city between the two points. In this city—Calgary—is published the most influential paper in the new and growing far-west.

The Calgary Daily Herald is an Evening Newspaper.

It has the largest evening newspaper circulation on the prairies, outside of Winnipeg.

It is published at the most important point in the great iron path across the continent—the most important because in this territory is the greatest capacity for growth.

Already, even though it ranks only twelfth in population in Canada, Calgary has the metropolitan viewpoint. Already it has many of the finest buildings in the Dominion.

A growing city is a buying city. Calgary's purchasing power per capita is enormous.

Largest Evening Newspaper Circulation Between Winnipeg and the Coast

The Herald Publishing Co. Ltd.
CALGARY - - - - - - - ALBERTA

Representatives for Eastern Canada :

EDGAR J. GUY	Royal Bank Building	Toronto, Ont.
E. L. McARTHUR	232 St. James Street	Montreal, Que.

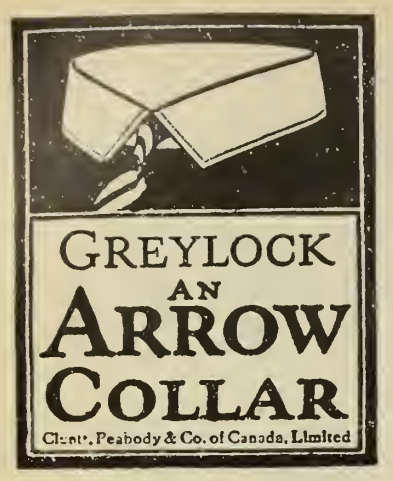
Representatives for the United States :

HENRY De CLERQUE, Inc.	800 Mallers Building	Chicago, Ill.
HENRY De CLERQUE, Inc.	17 West 42nd Street	New York, N.Y.

Representatives for the British Isles :

F. A. SMYTH	29 Ludgate Hill	London, E.C. Eng.

In CALGARY *The* HERALD *Gets first attention*



This Arrow advertisement shows just how far illustration may go in the effective use of tiny space. Large products or packages involving small lettering do not lend themselves to reproduction.

quite the reverse of what is desired.

The Jell-O and Crown Brand Syrup advertisements reprinted here (actual size) illustrate what is meant. The package becomes utterly *negligible.* And what national advertiser wants his product to appear negligible?

The Brobdingnagian Idea.

The tendency not long ago made its appearance in magazines and on posters to gain attention and build confidence in certain products by exaggerating their size out of all proportion to their surroundings. This Brobdingnagian idea has been overworked by the tire companies, who have made their tires span immense valleys, and even compass the solar system. But other advertisers have adopted the Gargantuan treatment, and batteries which appear a hundred times the size of enormous sky-scrapers, or cartons of breakfast food that obliterate mountains, have pursued their colossal way across magazine pages and hoardings.

The advertiser who now seeks to take one stride from Brobdingnagia to Lilliput will find himself in a peck of trouble, just as Gulliver did.

The system will not reverse. No one wants to make his carton appear any smaller than it actually is, and there being practically no nationally-advertised products put up in packages as small as a two-inch, single-column advertisement, the impossibility of making the general run of goods appear valuable or imposing within the limits of a "bullet" becomes immediately apparent.

A glance at the Nujol advertisement, reproduced here—a flagrant example of reduction from a much larger original—demonstrates the futility of the attempt.

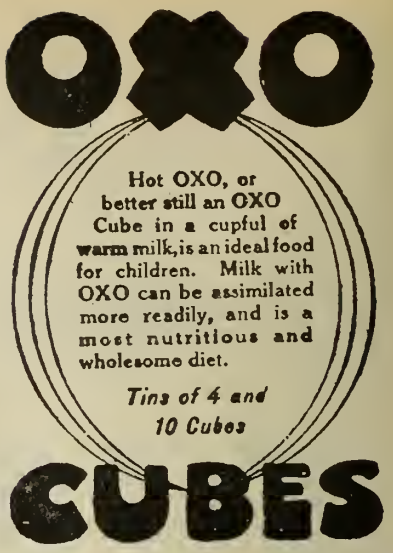
The Pigmy Technique.

It would appear, then, that the designers of "bullets" will have to dispense with illustrations, except of the very simplest character, and then only for products of moderate size. The Arrow Collar advertisement which accompanies this article is an excellent example of just how far illustration may go. It is obviously the work of someone who has given thought and ingenuity to the task of evolving a pigmy technique. But perhaps the most successful of all the "bullets" that have appeared in Canadian newspapers is the advertisement shown here for Oxo Cubes.

Here, either by accident or deeply-laid design, has been achieved the "almost perfect" advertisement of the type we have been considering.

If illustration is to be eliminated the "bullet" must rely on the arts of hand-lettering and so-called "conventional" designing to gain attention. Perhaps the heyday of the hand-letterer is at hand. The Grape Nuts and Eagle Brand Milk advertisements reproduced here are less interesting examples of what hand-lettering can do to impart distinction. But the Oxo "bullet" combines hand-lettering with a subtle trick which, after all, is merely the Brobdingnagian idea transplanted to Lilliput.

The words "Oxo Cubes" are of a size that, on a hoarding or even on a magazine page, would attract little attention. But in this tiny advertisement they appear almost colossal. It is the Gargantuan stunt in a new guise; instead of depicting


OXO
Hot OXO, or better still an OXO Cube in a cupful of warm milk, is an ideal food for children. Milk with OXO can be assimilated more readily, and is a most nutritious and wholesome diet.
Tins of 4 and 10 Cubes
CUBES

Here the Lilliputian and the Brobdingnagian ideas have been happily combined, the small type giving a gigantic effect to the hand-lettered display lines.

a package of Cubes that would make the Himalayas look like a succession of mole-hills, the designer of this advertisement has contrasted his two words with diminutive type, just large enough to be readable, and has secured a similar effect.

The student of the new pigmy technique will do well to take this Oxo advertisement as a model. It eliminates illustration, it makes extremely effective use of hand-lettering, it dispenses with a border (in the ordinary sense), and it achieves with type an effect as imposing as a tire encircling the world.

These characteristics are the main essentials of successful "bullet-making."

* * *

Montreal Publicity Association Held Annual Meeting

The presentation of a silver-mounted gavel to the president, John A. Frazer, featured the annual meeting of the Montreal Publicity Association on May 18th.

Officers for the ensuing year were elected as follows:

Hon. President, F. W. Stewart; President, John A. Frazer, Lewis Bros., Ltd.; 1st Vice-President, H. S. Van Scoyoc, Canada Cement Co., Ltd.; 2nd Vice-President, Charles N. Valiquet, Advertising Specialties; Hon. Secretary, H. Geo. Gonthier, La Banque d'Hochelaga; Hon. Assistant Secretary, H. H. Cromwell; Standard Lithographing Co., Ltd.; Hon. Treas., W. J. King, Webster & Sons, Ltd.; Hon. Legal Adviser, H. J. Trihey, K.C., B.A., C.C.L., Trihey & Burke.

Directors—W. D. Armstrong, Robt. H. Ingersoll & Bro.; E. Deschaux, Deschaux, Deschaux Freres, Limitee; H. S. Beecher, Gillette Safety Razor Co., of Canada, Ltd.; W. B. Tingle, Imperial Tobacco Co. of Canada, Ltd.; Russell C. Ronalds, Ronalds' Press & Advertising Agency, Ltd.; E .M. Putnam, Dominion Cartridge Co., Ltd.; N. W. Crawford, J. N. Warminton & Co.; Chas. E. H. Phillips, C. R. Cornell, Ltd.; J. A. Lapres, Canada Cement Co., Ltd.; J. D. McCallum, *Star* Publishing Co., Ltd.; G. E. McCulloch, Canadian Advertising Agency, Ltd.; Alex. Renaud, Renaud Motor Supply Co.; Victor C. Soucisse, Sales & Advertising Counsel; Paul Mauge, Press & Theatre Advertising; W. J. Delaney, Sherwin-Williams Co., Ltd.; Lt.-Col. Walter J. Sadler, Sadler & Haworth.

Changes in the constitution include the restriction of membership to 350, and an increase in the annual fee. Among the recommendations brought forward were suggestions of the formation of a junior members section, and the appointment of a salaried secretary-treasurer.

The assistance extended by Marketing, together with other branches of the press, in giving publicity to the doings of the Association, received favorable comment.

1866

1921

LONDON, CANADA

"The Paper With a Purpose"

It is a farmer's paper first, last, and all the time

Why is
The Farmer's Advocate and Home Magazine

so unanimously conceded to be an authority on all agricultural subjects?

ANSWERS

1. It always retains as its editors the most competent men available.
2. It has a "Reader Confidence" established through fifty-five years of accuracy and service.
3. It always furnishes the most up-to-date and practical information on all subjects pertaining to agriculture and livestock breeding.
4. It publishes the fullest reports of all important agricultural meetings and conventions.
5. Its readers always count upon getting the most accurate and fullest reports of all the leading Exhibitions and in a great many homes the year's issues are preserved complete.

To get business it is absolutely necessary to reach the best class of farmers who have the money. You can do it through The Farmer's Advocate.

For specimen copy, advertising rates and further information address

THE WILLIAM WELD COMPANY, LIMITED
Member A.B.C. Since Start
London, Canada
Publishers

The Farmer's Advocate and Home Magazine

"The Farm Family Paper for Fifty-Five Years"

Marketing and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher

53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

BERTRAM R. BROOKER, Business Manager

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

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Degrading the "King's English"

Canadians are perhaps not deeply concerned in the deliberate and purposeful drift away from good English which is being fostered by a handful of writers in the business press of the United States.

That it is deliberate and purposeful cannot, however, be overlooked, and, in view of the amount of advertising which penetrates this country from the other side of the line, the pronouncements of these Apostles of Americanese deserve some consideration.

In the last issue of *Sales Management*, Saunders Norvell is quoted as saying: "I remember years ago I purposely used bad English in several articles. I was criticized for it afterwards. I used bad English because bad English conveyed my idea better than good English. It got next to the fellow I was gunning for."

And in a recent article in *Printers' Ink* there was an equally deliberate plea for the degradation of the "King's English" in these words: "I disagree with the advocates of better 'English.' What we need, I make bold to say, is not better 'English' in copy but better 'American.'"

It would be useless in the space of a brief editorial even to touch upon the much-mooted question of "What is the American Language?" but from the examples which this writer, Hobart Wiseman, advances as specimens of it, his language is chiefly derived from the sporting pages of the great dailies of his country. He boasts of it.

". . . . it is to the sporting page that we must look to-day for what is most flavorous, crisp and pungent in the use of the American language . . . . the unbiassed reader who examines a good sporting page without prejudice will find there a vigor that would work a world of improvement in advertising copy if it be taken over bodily."

We forebear from quoting the sample copy which Mr. Wiseman concocted from the sporting vocabulary; neither is it necessary to comment upon it. That has already been done in the latest issue of *Printers' Ink* by one of his own countrymen, who contends that "the last place in the written world to find the vigor that is the life-blood of good advertising is on the sporting page . . Words cannot be strong if their significance has been whittled away through promiscuous use. The sporting writer slings language around without regard for its feelings . . . If a great deal of the advertising copy written in English is lazy or tired copy, if it fails to convey its message and thus justify its existence, why curse out the whole English language? Why not try to write diligent and wide-awake copy—in English? Certainly the substitution of 'American' will not help. That would mean only the exchange of one form of laziness for another which is less convincing."

There, indeed, is the crux of the whole matter. Slang is the last refuge of the lazy talker. It consists precisely of *coined* phrases which have passed into general currency and have been worn thin by constant usage, but which serve the slovenly conversationalist who lacks the capacity to mint his own bright, sharp-edged expressions.

What advertising copy needs is the stamp and superscription of a keen mind, using language as an artist applies his colors, to achieve new effects, and to present the commonplace in a manner that makes it extraordinary.

* * *

Will the Agents Retaliate?

Buyers of engravings in Canada will watch with interest the effect of the Meyer-Martin bill on the engraving combine in New York. Legislation of some kind is certainly warranted to "bust" the engraving trust in this country, and it may be that this bill which has just been signed by the governor of New York State will furnish a model from which a similar measure can be framed in Canada.

In a discussion of the bill before Governor Miller the fixing of the prices of finished products by labor unions was attacked as the "establishment of Soviet principles in American business" by the representatives of New York publishers and advertising agencies.

Fresh cause for irritation in Canada has been advanced very recently in the decision of the engraving combine to discontinue commissions to agents. In Montreal the decision has been definitely announced. In Toronto it is being spread more or less surreptitiously by word of mouth. There is every reason to believe that the combine has again allowed itself to be dictated to by the Union.

The advertising agents in the past have simplified and co-ordinated the selling efforts of engravers by placing orders from one headquarters for several individual advertisers. The discount they have been receiving seems to be no more than their service in this regard warranted. The engravers will probably find that the agents can and will retaliate.

EINSTEIN'S THEORY OF RELATIVITY AS APPLIED TO ADVERTISING

An imaginary interview with the famous Professor Albert Einstein, who recently visited America to explain his "relativity" theory, secured for MARKETING

By Wyse Aker

THE business of writing imaginary interviews is not as difficult as it sounds. Actually, it is extremely simple. There is no necessity of going into a trance. Neither is it essential that one should throw a cat-fit.

When the editor of Marketing asked me to *do* an imaginary interview with the famous author of the "Theory of Relativity," I simply sat down and imagined Professor Albert Einstein sitting opposite in a relatively communicative mood, ready to discourse about his pet hypothesis. In this I was helped out to some extent by the sketch of the professor by Joseph Cummings Chase which appeared in a recent issue of *Leslie's Illustrated Weekly*. With this propped up against my desk-basket I began to shoot questions at the learned Teuton.

"Prof.," I ventured, "they tell me that your theory of relativity has a great deal to do with space. If that is true, it must have some relation to advertising. In fact ,a theory of relativity must by its very nature —mustn't it?—have some relation to everything. We advertising men *sell* space. You *theorize* about it. Some of your theories may help us sell more of it. Shoot!"

Curved Space

"Well," drawled the professor, "my chief discovery concerns the fact that light does not travel in absolutely straight lines, but is slightly bent by gravitation in its passage through space. It ultimately forms a curve and returns to its starting point. Hence we are able to form a conception of 'curved space.'"

"You mean that, relatively speaking, space is not on the square."

"Exactly."

"Well, professor, there's nothing very new about that. In the advertising business we've been selling space for years that wasn't strictly on the square. In other words—it's crooked."

"Precisely. Space is crooked. Hence nothing is ever just exactly where we think it is. Things move in circles."

"You said a mouthful, prof. All the advertising men I ever knew just kept running around in circles."

"Everything is moving. Our own point of observation is itself moving; so that when we observe motion of any kind we really only observe motion in relation to our own; that is to say—relative motion. Everything is relative."

All this motion moving about in circles made me dizzy. "Can't you translate this into terms of advertising?" I asked, anxiously.

No "Absolute" Bean

"Certainly," said Mr. Einstein, graciously. "Since coming to America I notice that half a dozen manufacturers of beans advertise their particular beans as being the 'best beans.' You can see for yourself that claims like that are far from straight. They are curved, or, as you put it just now—crooked. They're not on the square. You can't have a 'best' bean, let alone six different kinds of 'best beans.' Every bean is relative to every other bean. There is no 'absolute' bean with which to compare all other beans. You can get an absolutely 'round' bean; but there being nothing more circular than a circle you cannot get a better bean by making it rounder than the roundest bean. If your claim to having the 'best' beans is based on taste, rather than shape, your proposition is just as crooked. A good bean tastes like a bean. If it tasted any better it wouldn't be a bean at all; it would be something else."

By this time I was getting horribly sick of beans. "Couldn't you think of another example?" I suggested.

Professor Einstein cogitated for a few seconds.

"I have noticed," he remarked at last, "that one of your firms here has adopted a slogan—'Eventually, why not now?' Consider the absurdity of this in the light of modern scientific discovery. Suppose the advertisement prompted somebody to buy a sack of flour. The logical presumption is that they can buy it *now*. But how can they? Everything is relative; therefore Time is relative. A man decides to buy a sack of flour *now*; but if *now* means anything, it means exactly *now*, and by the time he has got out of his chair to start for the grocery store the *now* is gone. Naturally he is disappointed; but, determined to make up for lost time, he hurries out into the hall for his hat. By this time half a dozen *nows* are past and gone. He dashes out and strides frantically down the street, the hopelessness of his task filling him with a brooding melancholy. In three blocks—walking at the rate of 4¾ miles per hour — approximately 5,678 *nows* will have slipped away, never to return. He reaches the store. It is closed. Alas! He can't get that bag of flour now. He has to wait until the morning; but by the morning he has lost faith in that firm's advertising. He can see the impossibility of buying flour — or anything else—*now*; because in the very moment of deciding to buy, the *now* has passed. Hence, quite naturally, advertising which suggests that he can buy now is condemned by him as being grossly misleading."

The professor paused.

"Have you any message to the advertising men of this continent?" I asked.

"You may tell them, through the columns of your magazine," he suggested, "that, everything being on the move all around them, they will have to go like blazes to keep from standing still."

* * *

Mrs. Jean Montgomery, sales efficiency expert for the Lloyd Mfg. Co., of Menominee, Mich., whose advertising commenced recently in Canadian publications, is visiting Lloyd dealers in Canada. Mrs. Montgomery is sent out by the Lloyd people to explain their method of constructing wicker articles, due to the invention of Marshall Burns Lloyd, head of the Menominee institution. Mrs. Montgomery was head of the baby carriage department of Carson, Pirie, Scott & Company's Chicago department store for ten years.

THE BUDGET'S EFFECT ON SELLING

• Few features of Finance Minister's tax proposals subjected to concerted criticism—Abolition of Excess Profits Tax welcomed—Lifting of Luxury Tax causes jubilation among confectioncry manufacturers

BUSINESS generally has received the provisions of the new Budget with little opposition. Only a few features of the tax proposals have met with concerted criticism, and one main point at issue has already been corrected by the amendment passed on May 21st, which provides that the purchaser shall be furnished with a written invoice of any sale, stating separately the amount of the tax to at least the extent of 1½ per cent., and such tax must not be included in the manufacturer's, producer's, or wholesaler's costs on which profits are to be calculated. Asked by Mr. Fielding why the whole tax should not be shown, Sir Henry Drayton said if the manufacturer made a sale direct to the retailer and if he had to show the whole tax he would show twice the tax shown by the wholesaler. The manufacturer desired the opportunity of showing the same tax as the wholesaler, and it was given by the amendment.

Other Changes Effected.

In response to public sentiment a few other changes in the original scheme were included in the amendment, chief among which is the removal of the tax on oatmeal, rolled oats and cornmeal, whether in packages or in bulk. The protest of G. N. Gordon, of Peterboro', against these taxes was given wide publicity in the press, and his statement that the package industry would be ruined by the enforcing of such a measure evidently had a great deal of influence upon the Finance Minister's amendment.

Binder twine and some other fibre cords are also to be exempted by order-in-Council.

Another change, prompted by a desire to encourage construction, has been made in the regulations regarding lumber. Only one tax will now apply on lumber, and that upon the manufactured product. The tax has been reduced from three to two per cent. on domestic manufacture, and to three per cent. on imported goods. No further excise tax will be levied.

The Importers' Protest

The sharpest criticism of Sir Henry Drayton's proposals has been voiced by importers, who are alarmed at the provision that customs valuation shall disregard depreciation in foreign currency below 50 per cent.

The importers, who claim that at least $5,000,000 worth of German goods are at present en route for Canada, and fearing a big drop in trade, organized a deputation to Sir Henry Drayton and requested him to drop the clause. The deputation consisted of firms from Montreal and Toronto who import dry goods, felts, silks, clocks, and German and Austrian manufactures generally.

Importers, generally, think that the new clause is aimed principally against the importation of German goods to Canada, and they declare that if it is imposed many of them face ruin, and all a tremendous financial loss.

Taking a two-cent basis for the value of the German mark at the present time, this will be increased for Customs valuation to 12 cents, and upon that basis the importer will have to pay.

It is pointed out by the opponents of the measure that during the debate on the Emergency Tariff at Washington, when an attempt was made to insert a similar provision, the National Council of Importers produced evidence to show that friendly European nations would be hit almost as hard as the unfriendly Germans. The proposed amendment was immediately dropped, and the system of computing duties at the current rate of exchange on the day of exportation will be continued permanently in the U.S.A.

Commenting on this *The Globe* said, in a recent editorial:

"The lesson for Canada is obvious. If the United States, which during the war did build up certain industries to provide goods formerly imported from Central Europe, finds that the limitation of depreciation to 66 2-3 per cent. will bar out entirely European competition, and give an absolute monopoly to a few home industries, why should we in Canada, who are still under the necessity of importing these goods, either from Central Europe or the United States, raise the tariff wall so high against importers of Central European products that American producers of competing goods will have a monopoly on this side of the border?"

> THE facts presented here give a general outline of the main provisions of the new Budget from the standpoint of their effect upon marketing and selling in Canada, entirely apart from the political significance of the Finance Minister's method of raising revenue.

Excess Profits Tax Dropped.

The abolition of the Excess Profits tax and the luxury taxes has met with general approval. With regard to the former, it is pointed out that governments which resorted to the excess profits tax at a time when prices were ascending very rapidly are now abandoning it, because they are finding by experience that it does not operate according to the expectations of its promoters. During the period of rising profits it did not tend to reduce prices, which was the expectation, but was actually an incentive to the levying of higher and still higher prices. With the change from a sellers' to a buyers' market it would be no longer possible for business to recoup itself against this taxation by these methods, but with conditions as they are at present it is probable that the excess profits tax would bring in little, if any, additional revenue to that which will be obtained in its absence through the operation of the ordinary income tax; while its enforcement was undoubtedly a discouragement to enterprise, and for this reason alone its discontinuance is opportune.

No Turnover Tax.

The proposal so strongly urged in many quarters for a 1 per cent. tax upon all turnover in business has not been acted upon by the Government. This is a tax whose apparent simplicity disappears upon investigation. It would be not only a difficult tax to collect, but in its operation it would constitute a severe discrimination against businesses operating on large turnovers with a small profit. The Government has contented itself with increasing the ratio of the sales tax. This is a tax upon consumption, and it thus levies the burden upon the general mass of the consumers.

Whether it will do what is expected of it or not is another question. A similar tax in France has only produced one-third of the revenue anticipated. It is not looked upon with general favor in the United States. And in Canada it is feared in some quarters that the decline in the cost of living will be stemmed by its operation. Others there are who believe the increase in the sales tax will have little effect on the prices of domestic goods. There seems to be a disposition to refrain from adding the tax to goods already bought, and it is thought that the increase will be absorbed and have little direct effect on prices to the consumer, as prices adjust themselves gradually to pre-war levels.

The New Excise Taxes.

Manufacturers of extracts claim that the increase in the duty on alcohol will kill the extract business. They say that the greater portions of the trade will go to manufacturers of pharmaceutical preparations, because they have to pay only $2.40 per gallon duty on alcohol.

Another item that has caused much discussion among the trade is the imposition of a duty on grapefruit in contrast to oranges and other imported fruits, which are exempt. The question naturally arises as to why the Government chose to make the distinction. It will be noticed that grapefruit imported direct from the West Indies or other British possessions is given a preference amounting to fifty cents per hundredweight. Fruit men here say there is no means of obtaining a shipment of grapefruit direct from the British West Indies at the present time, and the shipments made to Montreal or to this district are not large enough at any one time to warrant any company chartering a vessel for this particular product.

Lifting of Luxury Tax.

The elimination of the few remaining luxury taxes, especially on confectionery, has naturally given rise to jubilation in

LLOYD GEORGE *says:—*

"Think out new methods, and think out new ways of dealing with old problems"

IN the earnest endeavour of the better Canadian Advertising Agencies, these difficult days, to eliminate the frills from advertising, and to produce copy 100% effective, the Promotion and Service Department of The "Ottawa Journal" has been privileged to be of repeated assistance.

Requests are received by us daily, for information on the widest range of products, and unbiassed details are promptly submitted.

In Ottawa, The "Journal" is in a particularly favoured position to render such service. Its intimate relations with the local retail trade—its undoubted prestige, instanced, so forcibly, by the representative publicity it carries—have given to these reports a standing and reliability much appreciated by Agencies and Manufacturers.

The Journal's Promotion and Service Department is co-operating to the full in 'thinking out new methods and new ways of dealing with old problems.'

A few extracts, from recent letters, voice the appreciation of some of the firms we have been able to serve:

"It won't be out of place to say that the 'Journal Dailies' are leading everything in Canada in our estimation in this kind of work."

"This will be very helpful indeed, and will enable us to discuss intelligently future advertising plans."

"The co-operation you have been so kind to show us is certainly very much appreciated not only by ourselves, but likewise by our clients."

"We are most grateful for the very hearty co-operation you gave us. You seem to have tackled co-operation with a capital 'C.' Pretty work, and we thank you for it."

"We wish to thank you for the hearty co-operation in helping to launch the campaign."

"Thank you very much for your very good report on the provision business of the city."

"This Agency greatly appreciates the way you responded to our request for co-operation."

"I am extremely obliged to you for your characteristically prompt action."

"Please accept assurance of our sincere appreciation of this courtesy. The information is exactly what we wanted."

May we be of assistance in solving your merchandising problems in the Capital?

The Promotion and Service Department of the "Ottawa Journal"—the Dominant Medium in the Ottawa Field—is entirely at your disposal.

A comprehensive survey of the Ottawa Field will be forwarded on request

The Ottawa Journal Dailies

The Ottawa Morning Journal (Members A.B.C.) **The Ottawa Evening Journal**

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East **MONTREAL**—J. B. Rathbone, Manager, 317 Transportation Bldg.
LONDON, ENG.—Robert Houston, Effingham House, 1 Arundel St. Strand, W.C. 2

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. **CHICAGO**—1036 Peoples Gas Bldg. **BOSTON**—Old South Bldg.

that industry. The old luxury tax of 10 per cent. on confectionery and the sales tax of 2 per cent. made a cumulative tax of 12 per cent., which was generally passed on to the consumer, amounting to some 18 or 20 per cent. The tax is now 3 per cent., which will possibly become, when included in the merchants' cost, 4½ or 5 per cent. to the consumer. Thus it would seem that there will be an average net saving of about 15 per cent. in the price to the public.

As applied to bulk chocolates and other fine confectionery specialties, the average change of price to the public will be about 6 cents per pound.

It is on fine package candy that the greatest price benefit will be obtained. Some of the leading manufacturers of this class of goods determined some nine or ten months ago, when costs were at the apex, to make price reductions, which meant practically the absorption of the luxury tax, and maintained the sale price to the public at the same level as before the application of the tax. These manufacturers have now determined that the elimination of this most offensive tax should be met by a reduction in the price of the goods themselves, thus achieving a full return to prices of 1914 on packaged candy.

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The volume of automobile sales are often taken as an indication of general marketing conditions, inasmuch as the demand for them is most quickly effected by upward or downward trends. It is, therefore, interesting to note that the Studebaker Corporation has just announced an increase of 157% in their sales in Canada during the first four months of this year, as compared with the corresponding period of 1920.

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A furniture store across the line so impressed the Oliver Chilled Plow Co., which is erecting houses for its employees at South Bend, Ind., that the plow company have ordered, through the furniture store, 1,000 kitchen cabinets for the new homes, and 200 of them are already placed.

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There was a large attendance at the semi-annual meeting of the United States Association of National Advertisers, held in Atlantic City during the second week in May. One of the principal topics discussed at considerable length was the matter of advertising agency control. Several members expressed the opinion that the present method of handling national appropriations has either outgrown itself, or that the plan has many defects.

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Following is a comparison of advertising in the April issues of fifty United States magazines and the March issues of nine national weekly publications for the last four years:

1921	1,679,518	agate lines
1920	2,759,121	" "
1919	2,175,775	" "
1918	1,677,553	" "

It will be seen that the volume of current advertising in these fifty-nine national publications is practically the same as 1918, and 23 per cent. less than 1919, and 39 per cent. less than at this time last year.

From Birthday to Birthday.
From "As You Like It."
"—All the world's a stage,
And all the men and women merely players:
They have their exits and their entrances;
And one man in his time plays many parts,
His acts being seven ages."
"At first the infant, mewling and puking in the nurse's arms"
See now the bright-eyed Babe, with radiant smile and chubby cheek—a GLAXO child.
"And then the whining schoolboy with his satchel and shining morning face"
And to-day the cheery youth with healthy-hued and bright, clear skin—the willing user of WRIGHT'S COAL TAR SOAP.
"And then the lover sighing like furnace, with a woful ballad"
And now the modern lover with doubts solved and perplexities dispersed by a visit to BENSON'S of Ludgate Hill.
"Then a soldier full of strange oaths and bearded like the pard"
Now the modern man who knows full well the joy and ease of the morning GILLETTE shave.
"And then the Justice, in fair round belly with good capon lin'd"
And now a visit to PINOLI'S, Wardour Street—a well pleased palate and the comfort of a welcome rest.
"The sixth age shifts into the lean and slipper'd pantaloon"
Twice daily use of GIBBS' DENTIFRICE from childhood onwards, ensures an advancing years the fine satisfaction of good teeth, good digestion, and cheerful health
"Last scene of all—sans teeth, sans eyes, sans taste, sans everything"
But still sound in body thanks to BOVRIL.

This unusual group advertisement occcupied two full columns of the 25th Birthday Number of the London Daily Mail, published on May 4th.

Of all the various "special edition" schemes this is among the brightest, and, owing to the excellent treatment of a very original idea, each of the seven advertisers in this case probably got a great deal of value for his money. The quotation is well known, but rarely remembered completely; hence a tendency to re-read the 'seven stages" whenever the whole passage is reprinted.

Being tied up, too, with the anniversary of the first appearance of the Daily Mail on May 4th, 1896, the "birthday" interest is greatly reinforced.

Confectioners Told of Value of Newspaper Advertising

"The Value of Newspaper Advertising" formed the subject of a paper given before the annual convention of the confectionery, biscuit and chocolate industries of Canada, on May 17th, by Mr. Allan Ross, president of William Wrigley, Junior, Company, Limited.

"A man with energy," said Mr. Ross, "finds the morning news and advertisements the first great appeal of the day. It turns his attention to things that elevate, improve, and idealize the important business of living his day. And so it is that our wives, our daughters, and our sons, through the newspapers, absorb the doings of the world and of the community within a few hours of their happening. With most of us the morning paper exerts very great influence on the first actions of the day. I do not, of course, hold that the paper we read guides most of our daily actions, although I believe that some editors do so overestimate their editorial columns; but I am sure you will agree that the daily press is the great medium of mental improvement to the individual by the dissemination of news which not only informs us, but inspires us to a more energetic and ofttimes better day.. . . The manufacturer who uses occasional space in newspapers is simply wasting his money. Keeping everlastingly at it is what brings real results. If you are told persistently that a certain electric iron is efficient you will begin to think that electric iron will iron, and you buy it to try it. You may be disappointed, and in that case the advertiser has lost the chance of holding you, and a large factor in the value of his advertising has been wasted. The product advertised must be all the maker claims for it.

"Not infrequently the demand created by newspaper advertising far exceeds production of the factory. Only recently the Packard Motor Car Company brought out a comprehensive campaign in the press for their new six-cylinder small car. The car sold like hot-cross buns on Good Friday and the manufacturer found it good business to cancel his advertising.

"There has been for several years a certain waste of advertising expenditure by some of our largest manufacturers. Some, it is claimed, deliberately squandered a portion of their profits by purchasing some space utterly useless, for the reason that consumer demand at the time far exceeded plant capacity. But there was advanced as justification the statement that the time was opportune to lay a foundation for future business; in other words, to create a good-will whereby the investment in publicity would express itself in dollars later. It has been said that in many instances the real motive was to increase expenses so as to decrease taxable profits. This probably was at the bottom of many such calculations, but I know of some cases where the expenditure for excess newspaper advertising was very large and was sanctioned purely because a full return was expected from the advertising."

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A small campaign for A. G. cigarette papers is being placed in a selected list of dailies by the Advertising Service Co., Ltd., Toronto.

Always There—Between You and Danger Ready for Any Emergency

You don't hear of many theatre fatalities. Theatre managers take every precaution for your safety. Chief is the big asbestos curtain. Wherever you go—whenever you go, it's always there—between you and the maze of scenic and lighting equipment "back stage"—ready for any emergency.

FIRE-WALL FILING CABINETS
Steel-*plus*-Asbestos

Like the big curtain of asbestos in a theatre, is the curtain of asbestos between the two sturdy walls of steel in "Fire-Wall" Filing Cabinets—a curtain of asbestos that means a greater "margin of safety"—more protection, for your vital business records.

If *your* records are worth keeping, they're worth safe-guarding. Give them better protection by *investing* in "Fire-Wall" Filing Cabinets.

A card in the mail to-day will bring you a copy of "Protection for Your Business Records." Address nearest service store or Home Office.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

Leads 'Em All
FOR
Market Reports

It's *something* to be the best in your class, and to *know* it.

It's better when everybody else knows it and *admits* it.

From end to end of Canada people know and admit the leadership of The Farmers' Sun's market reports.

Our own readers know it best of all, and many of them read The Sun for its market reports. Here's a sample of the results :

"I sold a farm this fall and wanted to sell the grain from it, and by following the advice of The Sun regarding the marketing of grain I was saved the loss of $300."—George Near, Wellington Co.

No other farm paper gives the quick market reporting service that The Sun does.

No other farm paper forecasts farm markets as does The Sun.

One class of the community (creamerymen) take The Sun for just this service—82% of them, whether interested in the farm or not.

40,000 A.B.C.

A great business fraternity, all reading The Farmers' Sun's markets—buying and selling, on its advice.

REPUTABLE!
DEPENDABLE!
VALUABLE!

As a business man you will appreciate the powerful appeal of an ad in the publication that leads the way in farm *business*. It's a winner in any business proposition.

Not Mere Propaganda—
Just Business from Start to Finish

Ask Your Agency's Advice

The
Farmers'
Sun

299 Queen Street West
TORONTO
Member A.B.C.

Canadian Advertisers Plan Interesting Sessions

AN extremely attractive and interesting program has been arranged by the semi-annual meeting of the Association of Canadian Advertisers, to be held in Montreal, June 2nd and 3rd.

The proceedings will commence at 11 a.m. Thursday with an address of welcome by H. S. Van Scoyoc, of the Canada Cement Co., whose remarks will be built around the convention slogan, "Better Advertising—Bigger Business." The only other set speech for the first morning's session will be a talk on "Goodwill Publicity for Business," by Roy Weaver, secretary of the Shoe Manufacturers' Association ,and late of the Reconstruction Commission.

A joint luncheon with the Montreal Publicity Associaton will follow in the Rose Room of the Windsor Hotel. Tickets have been sold to members of the Kiwanis and Rotary Clubs of Montreal, and also to members of the Canadian Manufacturers' Association, for this event, at which J. W. Hopkins, general sales manager of the Columbia Graphophone Company, will be the chief speaker.

Thursday Afternoon Session.

"Modern Methods of Engraving" is the title of one of the important addresses slated for the afternoon session, to be given by Joseph A. Mitchell, of the Associated Engravers of Canada.

G. I. Drummond, of the Hooven Automatic Typewriter Company, will lecture on "The Automatic Typewriter in Direct Mail Advertising," and Wm. Redpath, of the Pathescope Company, will talk on "Pathescope Moving Pitcures as an Advertising Medium." J. S. Stokes, of Philadelphia, is also scheduled to speak.

At the smoking concert in the evening, also to be held in the Windsor Hotel Rose Room, the chief speakers will be Col. Geo. Ham, G. W. Hopkins, and M. P. Fennell, Jr., of the Montreal Harbor Commissioners.

Sales Session, Friday Morning.

B. H. Bramble, president of the association, will open the Friday morning proceedings with an address on "The A.C.A.," followed by Stanley Clague, managing director of the Audit Bureau of Circulations, Chicago, who will talk on "The Developments of the A.B.C. During the Last Year."

John Frazer, of Lewis Bros., Ltd., Montreal, and recently re-elected for a second term as president of the Montreal Publicity Association, will follow with a lecture on "Advertising that the Jobber Fnds Most Effective." The morning session will be brought to a close with a "round-table" discussion on "Sales," led by L. R. Green, sales manager of Tuckett's, Ltd., Hamilton.

The luncheon on Friday will be arranged in divisional tables, various groups of members getting together to discuss special problems.

Direct-by-mail Session.

The afternoon session on Friday will be devoted to mail advertising, and speeches will be delivered by F. W. Hunt, of the Massey-Harris Company; W. A. Hersey, manager of Mail Sales Promotion for Robt. H. Ingersoll & Bros., and Louis Balsam, secretary of the Direct Mail Advertising Association, Detroit, and contributing editor to Marketing, who will talk about "Routine Letters: Are They Working For or Against You?"

Probably the most important of the lectures given during the two-day conveition will be that of Robt. E. Ramsay, Director of Sales Promotion and Publicity for the American Writing Paper Co., Holyoake, Mass., and a director of the D.M.A.A., who will speak on "Back to Brass Tacks in Business Building," illustrated by graphic charts. If time permits, Mr. Ramsay will also give a short talk on "House Organs," also illustrated with charts.

The afternoon session will close with a scries of four-minute talks by the members on the most effective thing donc in advertising and selling this year. Thcse talks will deal with actual material on display at the various booths erected by representative firms at the convention.

Question Box Session.

The proceedings in the evening will be devoted to queries from the Question Box. Cards have been printed with the words: "I would like to know," and these will be filled out by curious members and discussed in round-table conference.

On Saturday morning left-over business will be attended to until 11.30 a.m., when the Harbor Commissioners' yacht will take the party on a tour of Montreal harbor, following with a motor trip around the city, will be carried out, finishing with a dinner at the Royal St. Lawrence Yacht Club.

The Montreal arrangements are in the hands of a committee comprised of H. S. Van Scoyoc, H. S. Beecher, of the Gillette Safety Razor Company, and A. Gordon Tait, of the Royal Bank of Canada.

C. P. C. Downman, of the Royal Bank, is in charge of publicity, and will keep the wires buzzing with news of the convention from coast to coast.

It is believed that three-quarters of the membership at least will be present. Permanent badges are being made for the occasion by J. P. Tansey. The Canadian Pulp and Paper Co. is kindly donating stationery and notebooks to be used by members.

An exhibition by the Arts and Crafts Association of Canada will accompany the usual display of printed salesmanship, such as posters, catalogues, housc organs, booklets, window trims, car-cards, etc.

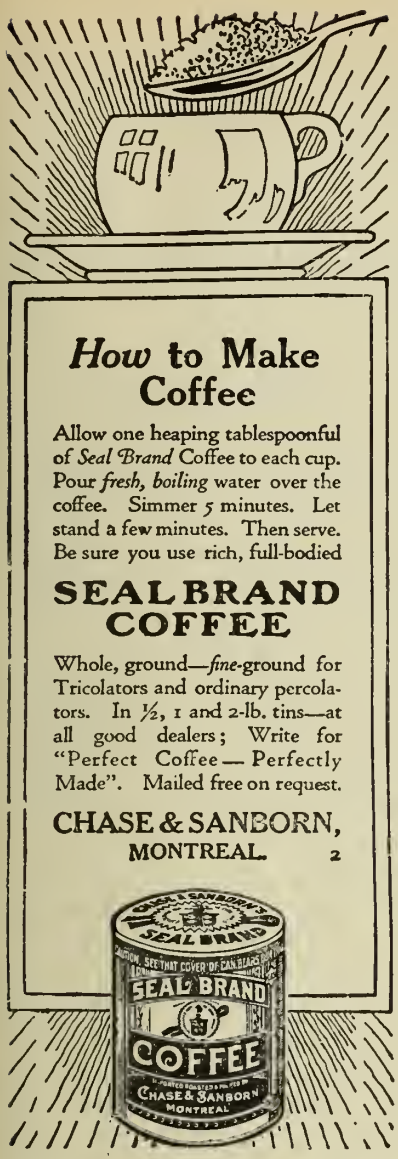
* * *

It is far better to create new customers than to appropriate the other fellow's. The customers we create are both easier to get and easier to hold.

* * *

The way to develop new business is to do things that other people have failed to think of or belicve cannot be donc.

Find out what percentage of available idcas a person actually adopts for practical use in his own work, and you get a line on his efficiency. The man who, through reading or association with others, comes across a dozen worth-while schemes and lacks sufficient energy or adaptability to apply most of them to his own work, is certainly not efficient.


How to Make Coffee
Allow one heaping tablespoonful of Seal Brand Coffee to each cup. Pour fresh, boiling water over the coffee. Simmer 5 minutes. Let stand a few minutes. Then serve. Be sure you use rich, full-bodied
SEAL BRAND COFFEE
Whole, ground—fine-ground for Tricolators and ordinary percolators. In ½, 1 and 2-lb. tins—at all good dealers; Write for "Perfect Coffee — Perfectly Made". Mailed free on request.
CHASE & SANBORN, MONTREAL. 2
SEAL BRAND
COFFEE
CHASE & SANBORN
MONTREAL

Proofsheet No. 24

Consistent Advertising In The Free Press Has Proved Profitable

Not once in years has the firm of Chase & Sanborn, whose advertisement is herewith reproduced, ceased advertising in the London "Free Press."

In war years, in the slump after peace—their advertisements appeared in regular schedule.

As a result of their consistency in advertising, and their wise choice of the "Free Press" as their medium, Chase & Sanborn's coffee is at the top of trade popularity in London and Western Ontario.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

The
United Farmers' Guide

Leads in the Maritime Farm Paper Field in the two essentials required by the advertiser.

(1) *Quantity of circulation — based on the A.B.C. Audit.*

(2) *Quality of circulation — based on reader ownership.*

And the fact that these are recognized by advertisers is proven by the fact that it leads in the volume of advertising carried.

The United Farmers' Guide

Published on the 1st and 15th of each month

Editorial and Business Offices
MONCTON, N.B.
Printed at GARDENVALE, QUE.

Branch Offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg
1478 Broadway, New York

MEMBERS OF A.B.C.

"In the Land of Evangeline"

Many U.S. Firms Think Depression Calls for More Advertising

A note of determination featured the replies recently received by the Domestic Distribution Department of the United States Chamber of Commerce to a questionnaire sent out by that body. The department undertook a survey for the purpose of discovering what manufacturers, wholesalers and retailers are doing to cut overhead expenses as a means of meeting the demand for lower prices.

"What have you done to reduce your publicity to a normal basis?" was one of the questions asked. Only a fourth of those answering had reduced appropriations, and probably this loss was made up by the firms who have found depression a justification for an increased use of advertising. Extracts from some of the answers are here reprinted:

"We have taken no steps to reduce our advertising space, as it is our feeling that it is false economy to cut down advertising at a time when business is in need of stimulant to keep it alive."

"We are economizing in space and size of issues, but not pruning as to number of or kind of channels. Our newspaper advertisement rates have very materially increased, however."

"Are making special efforts in direct advertising by personal sales letters and enclosures."

"We regard our advertising rather as an investment and as business insurance than as expense. Our effort, therefore, has been to maintain an adequate all-round campaign at a minimum total cost."

"Use more mediums, but smaller space, with equal results. Space does not count; pounding away all the time is what tells."

"We do not feel that we should decrease publicity. If any change, it should be increased."

"We have rather added to advertising, as this has always been our custom—advertise heavily when business is hard, and 'go easy' when it is coming away."

"Are trying to make what advertising we do more effective. Have simplified the new catalogue we are getting out by eliminating all goods for which there is not an active demand."

"We are striving for greater effectiveness in publicity by more careful selection of items advertised, requiring more careful merchandising preparation."

"Have stopped entirely the advertising in so-called charity publications."

"We have reduced the newspaper space, letters, etc., and in the place of this we have given more attention to extra values in our windows, and in our localities it shows good results, because we feel that price is the thing that is most interesting to the trade instead of reading matter."

* * *

Cora Hind Believes Western Wheat Acreage Larger Than in 1920

"In the end it may prove that wheat acreages in the three (prairie) provinces are slightly larger than last year," is the comment of Miss E. Cora Hind, in publishing the first *Manitoba Free Press* Crop Report for 1921.

Further deductions from the reports received from 239 points in Western Canada are as follows:

The acreage in wheat is, contrary to expectations, little, if any, less than last year, when the acreage seeded was a little over sixteen millions. By provinces it was seen that Manitoba is practically unchanged; Saskatchewan slightly less, and Alberta with an increase sufficient to offset the shrinkage in Saskatchewan, if there really is one, and in the end it may prove that wheat acreages in the three provinces are slightly larger than last year.

The season is undeniably late, but as an offset the seed bed is the best in years; there is abundant moisture, and a few days of warm weather would pull the season up to last year.

* * *

Canadian Company Gets Car-Card Rights

When the Toronto street car system is taken over by the civic authorities in September, the Canadian Street Car Advertising Co., of Montreal, will take over the car-card rights for the entire city. They now handle space in suburban cars, but for the past five years the downtown lines, operated by the Toronto Street Railway, have been in the hands of the Toronto Car Advertising Company, controlled by New York interests.

The Transportation Commission received several bids for the exclusive rights to sell space in Toronto street cars, but decided that the privilege would not be sold outright. The Montreal company will act only as an agent, and the revenue from the service will become part of the earnings of the system.

* * *

Manufacturers Represented at Recent Good Roads Convention

Canadian manufacturers are showing an increasing interest in the conventions of the Canadian Good Roads Association. At the latest (eighth annual) meet at Halifax, in the latter part of May, the following firms were represented by demonstration booths: Waterous Engine Works Co., Ltd., Brantford, Ont.; the Canada Cement Co., Ltd., Montreal; Mussens Ltd., Montreal; Canada Ingot Iron Co., Guelph, Ont.; Sawyer-Massey Co., Ltd., Hamilton; Kinney Mfg. Co., Boston; Barrett Mfg. Co., Toronto, Montreal, etc.; Dominion Iron & Steel Co., Ltd., Sydney, N.S.; the White Co., Cleveland; the United States Steel Products Co., Toronto, Montreal and New Glasgow, N.S.; the Fan-Flame Spark Plug Co., Montreal, and the Bedford Construction Company, Halifax.

* * *

Mitford Service Bureau Now Handliug National Accounts

Limited recognition has been granted to the Mitford Service Bureau by the C.D.N.A. dating from March 1. This concern, which has developed from a bureau handling the publicity of a number of Toronto theatres and copy for patriotic drives, now has an office at 116 Stair Building, Toronto, and is handling national business, which includes the "Arcturis" Auto Headlight, made by the Wooley-Smith Co., Ltd., the Famous Lasky Film Service, Leo Feist, Ltd., and the Salvation Army advertising in Eastern Canada.

* * *

H. S. Gardner is now sales manager for the Willard Storage Battery Company, Cleveland, Ohio, succeeding H. S. Bentley.

The New Owners
OF THE
Vancouver Daily World
Make a Statement of Policy

A newspaper is more than a private enterprise. Consequently when a large daily newspaper changes ownership, there are three distinct groups which have a vital interest in the policy assumed by the new Directorate.

First **—The Community which it serves.**
***Second*—Its Advertisers and Advertising Agencies.**
Third **—Its Owners who desire to receive a fair reward for a worthy effort.**

We will make the VANCOUVER DAILY WORLD the servant and mouthpiece of the community, realizing that resultant good-will is essential to our full success. We will strive for an honorable reputation by consistent service, believing this to be our greatest asset. We will use its power in the public interest, endeavoring to make it a powerful factor in the up-building and progress of the Community.

We will give Advertisers and Advertising Agencies an improved personal and mechanical service. We will strive to keep our advertising columns free from misleading advertising. It is our firm conviction that our interests can best be served by creating absolute faith in the truthfulness of the paid advertising in our medium.

We honestly believe that this policy will enable us to reap a profit large enough to reward worthy effort, and small enough to gain an ever increasing patronage.

CHAS. E. CAMPBELL
Publisher.

For Information
Eastern Agent
J. B. Rathbone
95 King East
TORONTO
and
417 Transportation Bldg.
MONTREAL
and Recognized Agencies

Vancouver Daily World

"All the News That's Fit to Print"

BECAUSE

↓

"The World Goes Into The Home"

The

Maritime Farmer

Leads in Maritime Canada

For 26 years The Maritime Farmer has served the farm field of the Maritime Provinces.

¶ It is a straight farm paper —not a political organ.

¶ It has had imitators and competitors — but it has outlived them all.

¶ Just to show how firm a hold The Maritime Farmer has on its field —we may mention that in the past years we bought for farm organizations $750,000 worth of goods.

¶ We paid spot cash for every dollar's worth.

¶ We paid the money to advertiser's using The Maritime Farmer columns. We expect to increase this service next year.

¶ And then — *remember* — The Maritime Farmer is the only farm paper printed in the Maritime Provinces.

¶ It's not talk that counts but action—and advertisers in The Maritime Farmer get action and returns.

¶ The best indication of Maritime Farmer advertising values is that advertisers who have been induced to try something else are getting back to their old love—The Maritime Farmer—for real service.

Circulation, 13,800

Rate, 10 cents per line

The

Maritime Farmer

Sussex, New Brunswick

Hoover Appreciates Value of Business Papers

As the result of a conference with Herbert Hoover, Secretary of Commerce, in Washington, recently, by the National Conference of Business Paper Editors, Mr. Hoover has arranged to have a monthly meeting with the editorial representatives of the business press of the capital. He expressed himself as desirous of co-operating closely with the business paper editors, whom he regards as representing in a very intimate way the industrial and commercial interests of the country.

✣ ✣ ✣

The Meyer-Martin Bill, passed at the last session of the New York State Legislature, has just been signed by Governor Miller. It amends the general business law in relation to contracts for monopoly, and provides for the protection of the consumer by prohibiting employers and employees from conspiring to fix the base price to be charged the consumer for "any article or products used in the conduct of trade, commerce or manufacture," whether in common use or otherwise. This puts an end to such a condition which prevails in the photo-engraving trade.

✣ ✣ ✣

The annual convention of the National Sample Men's Association was held in Chicago on May 19th, 20th, and 21st. Exhibits of all the latest and best ideas in sampling, including cards, photographs, swatches, illustrated price-books, etc., were a feature of the occasion.

✣ ✣ ✣

A decision of vital interest to business men generally is embodied in a judgment handed down in the Exchequer Court of Canada at Ottawa on May 19th, in the case of King vs. Pedrick & Palen, merchant tailors. "The retailer is not a manufacturer in the general acceptance of the word," was the judgment in this case, in which the Crown sought to collect a two per cent. manufacturers' tax.

✣ ✣ ✣

Collar War Worries Clothiers

Unable to avert the consequences of the collar war which began in Toronto not long ago, the Ontario Clothing Section of the Retail Merchants' Association of Canada is now urging the manufacturers of laundered collars to come to their assistance. Now that collars have been sold for 25c more or less generally, they find it impossible to advance the retail price, but with collars at $2.40 per dozen the proposition is a losing one, and manufacturers are being asked to adjust the wholesale price to alleviate the situation.

✣ ✣ ✣

Privy Council Decision Affects Incorporation of Companies

After twelve years of effort on the part of the Canadian Manufacturers' Association to clarify the difficult situation created by various Acts and decisions applying to the incorporation and licensing of companies in Canada, the recent decision of the Privy Council is heralded as going a long way toward a solution of the problem. The practical results of the decision have been summarized as follows:

1. Companies proposing to carry on business in more than one province should be incorporated under a Dominion charter.

2. Companies now carrying on business in one or more provinces not provincially chartered and licensed, may continue so to operate until it is desired to begin business in any additional province, when it will be expedient to take out a Dominion charter, rather than an additional provincial license.

3. Dominion companies should apply for a "License in Mortmain" from the Province of Ontario and British Columbia. The terms on which such licenses will be granted, it is understood, are at present under consideration by the authorities of the provinces.

✣ ✣ ✣

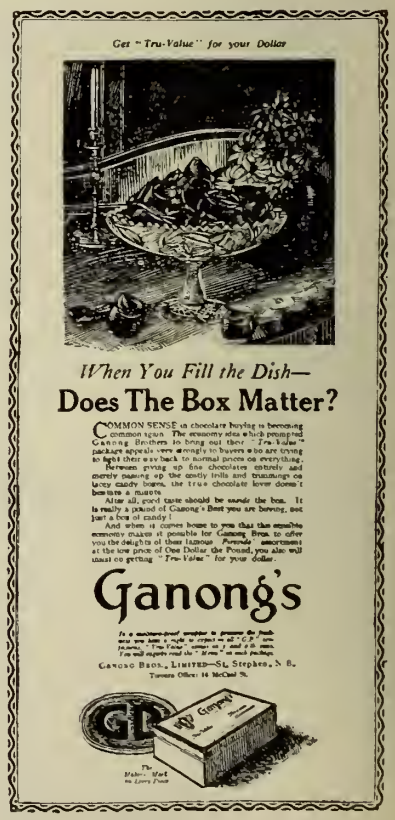
Copy for Asbestos Roof Coating, manufactured by the Globe Builders' Corporation, 1673 Papineau Street, Montreal, is appearing in some publications. The account is in the hands of A. McKim, Ltd., Montreal.

✣ ✣ ✣

Selling Chocolates Instead of Packages

The new Ganong Bros., Ltd., campaign, which commenced early in May with four-column copy in newspapers, sets out to sell chocolates in contradistinction to the customary formula of selling the box. The first advertisement read: "Read the Menu—forget the Box!" and went on to announce that "by leaving out unnecessary frills and costly trimmings in their new 'Tru-Value' package, Ganong Brothers are able to offer you *at an approachable price* this incomparable fine selection of their best candies. Below is given a description of the ten assortments of chocolates contained in the "Fireside" box, which the campaign is pushing.

The copy is being placed by the National Publicity, Ltd., Montreal.



The advertisement reproduced here was the second of the series, and has been reduced from three-column size.

C.N.N. & P.A. to Hold First Annual Meeting, June 9 and 10

The first annual meeting of the Canadian National Newspapers and Periodicals Association will be held at the Engineers' Club, Toronto, on Thursday and Friday, June 9 and 10.

Matters concerning the publication of Agricultural, Business, Technical, Religious and Educational Newspapers and Magazines will be discussed under the chairmanship of Acton Burrows, president.

E. W. Chandler, senior auditor of the Audit Bureau of Circulations, will conduct a round table discussion regarding circulation methods and records.

W. A. Lydiatt, publisher of MARKETING, has been invited to address the convention; and a representative of the McGraw-Hill publications will speak on "Trade Investigations in the Development of Advertising."

An aditorial conference will be held on the evening of the 9th.

* * *

A new Bond House with capital of $200,000 has just been incorporated in Montreal, The Sterling Bond Corporation, Limited. The newspapers and financial papers are being largely used and the advertising will be placed by the Advertising Service Company Limited.

* * *

The advertising of Bryant, Isard & Company, dealers in investment Securities, Montreal, will be handled by the Advertising Service Company, Limited. Newspapers, financial papers, farm papers and a selected list of American newspapers will be used.

* * *

A business stops growing when its managers devote too much attention to routine and not enough to planning and improvement.

* * *

Prices, after all, in themselves mean little; it is their ratio to costs which is the really significant thing. Let us not overlook the fact that while wholesale prices have declined, many elements of costs have declined also and doubtless will continue to decline for a considerable period. More progress can be made in developing industrial technique during slack times than when a boom is under way. There are many fields in which science and scientific methods could profitably be applied to the problems involved in producing goods and marketing them, and this fact is one reason why depression ultimately breeds prosperity.—Harry E. Ward, president, Irving National Bank, New York.

* * *

If any man will take any single line and develop it to its fullest possibilities, he will find that it will lead him into all the businesses there are.—Henry Ford.

* * *

Everything comes to him who goes after the things that other people are waiting for.—Efficiency Magazine.

* * *

It is only the man who first consults wisely, then resolves firmly, and then executes his purpose with inflexible perseverance, undismayed by those petty difficulties that daunt a weaker spirit, that can advance to eminence in any line.

A Sure Measure of Appreciation

Frequently, in these pages, we have emphasized the intimate relations existing between "The Ottawa Farm Journal" and its readers.

A further evidence of this happy state of affairs is to be found in the greatly-increased use being made of our classified pages for every conceivable kind of want.

For the 7 months ending April 1920, we carried 58,813 lines of classified advertising. For the same period ending April 1921, the total was 89,211 lines

An Increase of 30,398 lines

National advertisers are assured of the very best results from continuous publicity in a publication so intimately wrapped up in the farm home life of its readers as the

Ottawa Farm Journal

OTTAWA, (Member A.B.C.) **CANADA**

BRANCHES:

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

When Advertisers Think of New Brunswick

They think of the St. John Daily Telegraph and the Evening Times-Star. Because these are unquestionably the dominant papers of the province.

The ONLY papers in New Brunswick that are members of the A. B. C., they cover the province effectively and economically at a combination flat rate of 6 cents a line—

30,000 Circulation

The Daily Telegraph

and

The Evening Times-Star

in St. John, N.B.

Move to Stop "Donation" Evil

The indiscriminate canvassing of merchants and manufacturers for donations and advertising of various kinds has led the Ottawa branch of the Retail Merchants' Association of Canada to launch a campaign outlined in the following resolution, passed at a recent meeting:

"Whereas, the merchants and manufacturers of the city are beset from time to time with requests from the public for donations, tombola prizes, advertisements to church magazines, purchases of tickets, floor and window space in stores, be it resolved that petitions be circulated amongst the merchants and manufacturers asking them to pledge themselves to refuse such demands in future."

As a result of the meeting it was decided to appoint twenty teams, comprised of members of the association, who will conduct an active canvass of the merchants and manufacturers of Ottawa for the purpose of having them sign agreements against giving donations in the future.

✤ ✤ ✤

Depression May End Early in Fall

An address on "Business Conditions," by C. H. Wallour, of the Babson Statistical Organization, at a recent lunch of the Montreal Publicity Association, proved exceptionally interesting, and was listened to with marked interest. In closing his remarks, Mr. Wallour said there was no immediate prospect of improved business, but when a man's plant was closed his brain was still working, with a view to the future, and now was the time for advertising men to get in their best work. As to business conditions, from study of past business they believed the present depression would not last longer than summer or the early fall, since it had been excessive. But there had been a long period of business prosperity and rising prices, and they considered that there will now follow a period of several years in which prices will fluctuate up and down, but mainly with a downward tendency. Four basic requirements were needed—a stable level of prices, easy credit, continued liquidation in a number of lines which has not yet taken their loss, and an improvement in European conditions.

✤ ✤ ✤

L'avenir de l'Est is the name of a new eight-page weekly newspaper to be published at Pointe aux Trembles, Montreal.

✤ ✤ ✤

John M. Gardiner has resigned the news editorship of the *Montreal Herald* to give more attention to his publicity work, which is extensive, and also to become associate editor of the *Montreal Standard*, for which for some time past he has been doing editorial work. Mr. Gardiner is also Montreal representative of the *New York World* and *Fourth Estate*.

✤ ✤ ✤

In their attempts to stage a "comeback," the automobile and allied industries are resorting to many unusual methods of advertising. Among the most recent to be inaugurated is the campaign of K. and S. Tire and Rubber Goods, Ltd., which firm is sending out coupons to motorists advising them—and backing this up with advertising—that 2,200 dealers throughout the Dominion will honor these coupons as being good for one dollar on the purchase of K. and S. tires.

A by-law is being drafted by the Montreal City Council to tax street news vendors and license their stands. Regulations are to be made as to the size and height of the stands. A delegation of booksellers recently asked that the by-law should prohibit itinerant stands within two hundred feet of any store selling books or magazines.

✤ ✤ ✤

An optimistic little magazine for business men is now being published as a house organ by the Acton Publishing Co., Ltd., of Toronto and Montreal, under the name of "The Happy Medium."

✤ ✤ ✤

The *Halifax Morning Chronicle* and *Evening Echo* are conducting an automobile contest to boost circulation.

✤ ✤ ✤

John Leathey has discontinued publication of *The Kelowna* (B.C.) *Record*.

✤ ✤ ✤

The Newfoundland Manufacturers' Association has inaugurated a big "Newfoundland Manufactured Goods" campaign, and contracts have been signed up for three months' advertising in newspapers to put the idea across.

✤ ✤ ✤

An excellent exhibit of paper boxes and cartons was staged at the King Edward Hotel by the Rudd Paper Box Co., Ltd., during the recent convention of the Confectionery, Biscuit and Chocolate Industries of Canada.

✤ ✤ ✤

Mr. John Nelson retired from control of the *Vancouver World* on Monday, May 16th. C. E. Campbell and his associates are now in complete charge, with C. A. Abraham as business manager.

* * *

Owing to the death of L. B. Davidson, of Newcastle, Ont., his weekly newspaper, *The Newcastle Independent*, is being offered for sale.

✤ ✤ ✤

There isn't a business under the sun, from shining shoes to selling locomotives, but is filled with romance. It is also true that the complete story of every profession and industry is free for those who are willing to devote a few hours to study in any city or town library. Notwithstanding this easy availability of essential trade and technical information thousands of people devote years to commercial pursuits without adding a mite to the knowledge they started with. Is it any wonder, therefore, that imagination and enthusiasm are so lacking in the common run of people who are employed to sell?—*Floyd W. Parsons.*

✤ ✤ ✤

Just as medical men have largely succeeded through scientific investigation in taking the guesswork out of their profession, so moderate business men are arriving by a similar route at the facts regarding various types of industrial practice. There has come an awakening on the part of those who control corporations and industries to the desirability of providing for research work to carry out specific investigations and to analyze valuable scientific knowledge. —*Floyd W. Parsons.*

✤ ✤ ✤

A large campaign for "Temtor Syrups" is being planned by the D'Arcy Advertising Co., of St. Louis.

"Literary Digest" Increases Revenue 360 % by Advertising

How the *Literary Digest* took a few doses of its own medicine and grew strong is explained by Frederick C. Little, of Chicago, one of the western representatives of that publication.

"Five years ago the *Literary Digest*, with a circulation of 350,000, held a staff conference in the New York office to find out whether there was any way by which the *Digest's* prestige and circulation could be increased. One of the directors asked: 'What do we sell?'

"The answer was 'advertising.'

"'Do we believe in it?'

"'We do.'

"'All right, then, let us buy some.'

"That was the start of our $1,000,000 a year campaign in daily newspapers. For four years we have spent $1,000,000 a year in 400 selected leading newspapers of the United States, with the result that to-day we have more than 1,300,000 circulation, and before the year is out every indication is that we will have 1,500,000. During that time our revenue has increased more than 360 per cent.

* * *

W. G. Bell has resigned as President of the Cleveland Tractor Co. of Canada to become Director of Sales of Gray-Dort Motors, Limited, of Chatham.

Gray-Dort Motors also announce the appointment of Johnson R. McGee as Sales manager. Mr. McGee has been with the Gray organization for thirty years, and is well known in the motor car business throughout Canada.

* * *

Weekly Publishers Going to Vancouver

Probably 350 publishers will attend the annual convention of the Canadian Weekly Newspapers Association which is to be held this year in Vancouver, June 9th and 10th. It is expected that 150 publishers will attend from the East. E. R. Sayles, manager of the association, has arrangements in hand for a special train, which, if consummated, will leave Toronto June 2nd.

The topics to be dealt with include several aspects of costing, indicating that both as publishers and job printers the weekly newspaper men are paying a great deal of attention just now to the matter of costs.

The Eastern party will visit Victoria before returning, and will not arrive in Toronto until June 18th.

* * *

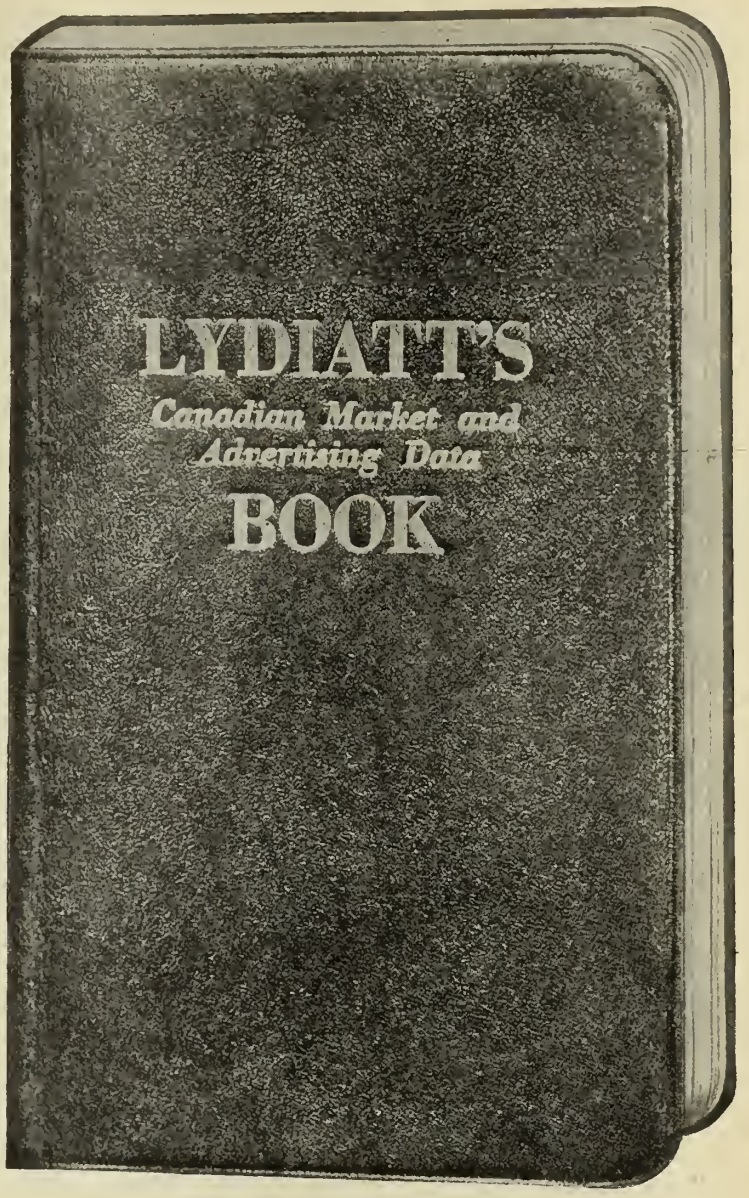
Newspaper copy for Kennedy Shirts, manufactured by the Northern Shirt Co., Ltd., Winnipeg, is being placed by A. J. Massie, Ltd.

* * *

The advertising of Robinson & Cleaver, Belfast, Ireland, manufacturers of Irish linens, is again appearing in the daily papers. The campaign is being handled by A. McKim, Montreal.

* * *

Close attention to details, the practice of concentration, and the art of making definite and prompt decisions, all add to one's chance of attaining success.



Data You Need Daily In the Handiest Form

LYDIATT'S BOOK makes new friends every year. It is the sort of publication that a man will never dispense with, once he has used it.

So many executives have recommended it to their friends that the supply is becoming depleted.

Get YOUR copy immediately.

416 Pages, Pocket Size, Leather Bound

EIGHTH ANNUAL EDITION—1921

$5.00 A COPY POSTPAID

Obtainable only from the Publisher

W. A. LYDIATT, 53 Yonge Street, TORONTO

A Result Producing Medium

That is the opinion of our advertisers

Local merchants have such faith in the advertising columns of the

Galt Daily Reporter

that they increased their display advertising in April by 43,225 lines over April 1920, and for a whole year, past each month has shown a decided increase in the local advertising lineage over the same month of the previous year.

Get some information about this territory from your agency or from us.

Galt Reporter Ltd.

(Member A.B.C.)

GALT, - - ONTARIO

Biggest Returns Per Dollar of Sales Cost

That is the experience of most national advertisers who have penetrated the thickly settled and intensely prosperous territory of

PRINCE EDWARD ISLAND

where two newspapers are sufficient to reach the 18,000 families whose average bank accounts are the biggest in the world. These two papers

The Charlottetown

Guardian

and

Examiner

cover the field thoroughly. No other medium is a factor in the territory.

McDiarmid Joins Sykes Muller Agency

C. W. McDiarmid, for five years Managing Director of the *Toronto News*, and latterly of the *Toronto Times*, also Secretary of the Canadian Reconstruction Association in Montreal, and for seven years Advertising and Sales Manager for Ryrie Bros. Ltd., Toronto, has become associated with the R. Sykes Muller Co., Limited. Montreal. Mr. McDiarmid and Mr. Geo. M. Rae will represent his agency in the Toronto field, with headquarters in Toronto. Mr. McDiarmid has had an exceptional experience in advertising and merchandising and was one of the first advertising men in Canada to make an extensive market analysis for his company.

Mr. McDiarmid for three years was President of the Toronto Advertising Club and was largely instrumental in bringing the Convention to Toronto in 1914. He also represented Canadian Advertising Clubs for two years on the Executive Committee of the Associated Advertising Clubs of the World.

* * *

The manager who can arouse rivalry of the right kind in his organization is possessed of a faculty worth much to his company.

* * *

Sales conventions which are monopolized too much with discussions of individual or organization short-comings, or are taken up with explanations of why the goods are *not* selling, do more harm than good. Complaints should be taken up with salesmen individually. The convention, when devoted to demonstrations or discussions of how sales can be increased, prove wonderful stimulants.

The salesman who comes in cold, discouraged and pessimistic will go away brimful of confidence and determination. He becomes imbued with the enthusiasm of the "bunch." He sees them all so enthusiastic and hears so many stories of success that he becomes convinced that his failures have been due to himself rather than to his goods, and he goes back to his territory feeling that he can and will "put it over."

* * *

It is all very well to be cautious, but the power to decide promptly is a greater asset than ability to think exhaustively.

Direct Mail Convention in October

To date nearly 500 reservations have been made for the Direct Mail Advertising Association Convention in Springfield, Massachusetts, October 25th to October 28th. With the recent amalgamation of the Better Letters Association the convention will have a three-fold significance, and will embody concrete, useable ideas for those interested in direct mail, better letters, and house organs.

Officials in charge of the program feel, from the interest already registered, that reservations will all be taken long before the convention dates. It is, therefore, by no means too early for you to make your reservation now for hotel accommodations, etc., if you intend to attend the convention in October.

There is a distinct possibility that railroads may make a reduction in fare for the convention. Whatever information regarding this will be released for publicity as soon as the decisions have been made.

* * *

Understatement, in the long run, makes more sales than exaggeration. This is perhaps the most important thing that beginners in advertising and selling have to learn.

* * *

Space for Stamps

In the humdrum routine that forms part of the existence of the average man, the unusual element, when not overdone, is something he always welcomes. For years, and, perhaps, decades, the space marked off for the stamp on return postcards was considered so much blank space, and nothing more. Then suddenly some progressive merchandisers realized that even the space for the stamp had a distinct selling value when effectively utilized.

Charles Wiggins, of the Wiggins Systems, Winnipeg, brings out some unusually effective examples. Here are a few:

"One cent well spent."

"One cent you'll never regret."

"One cent here gets the answer."

"A one cent stamp is very little to pay for this service."

"One penny here may bring dollars to you later."

"This two cents may save you hundreds of dollars."

VOLUME ADVERTISING, APRIL 1921 IN REPRESENTATIVE CANADIAN DAILIES

Name of Paper	Foreign Display	Local Display	Total Display	Classified	Total
Calgary Herald	186,714	500,701	687,415	216,701	904,116
Edmonton Journal	231,784	484,134	715,918	175,000	890,918
Vancouver Province	249,676	678,062	927,738	275,282	1,203,020
Vancouver Sun	87,164	339,458	426,622	98,182	524,804
Victoria Times	126,294	474,663	600,957	93,712	694,669
Winnipeg Free Press	291,277	574,242	865,519	379,671	1,263,190
St. John Telegraph	181,425	193,650	375,075	16,875	391,950
St. John Times-Star	170,925	305,100	476,025	56,550	532,575
Brantford Expositor	190,554	461,272	651,826	59,248	711,074
Galt Reporter	82,096	209,762	291,858	16,800	308,658
Kingston Whig	113,470	382,648	496,118	32,200	528,318
Kitchener Record	99,316	235,214	334,530	28,756	363,286
London Free Press	236,100	320,100	556,200	83,475	639,675
Ottawa Journal	198,588	468,505	667,093	47,699	714,792
St. Catharines Standard	127,498	302,736	430,234	39,452	469,686
Windsor Border Cities Star	193,092	406,069	599,161	108,754	707,915
Montreal Gazette	236,156	389,479	625,635	66,810	692,445
Sherbrooke Record	143,890	158,000*	301,890		301,890
Moose Jaw Times	89,516	190,414	279,930	48,118	328,048
Saskatoon Phœnix	132,443	400,959	533,402	114,628	648,030
Saskatoon Star	168,288	418,428	586,716	113,356	700,072

*Includes Classified.

Sample Men Will Publish Practical Handbook

The eighth annual convention of the National Sample Men's Association was held in the Morrison Hotel, Chicago, May 19th, 20th and 21st, 1921.

The main object of the meeting was stated as follows: To consider ways and means to reduce baggage, increase the efficiency of sampling as a means of selling merchandise, provide proper charging systems, improve the handling of samples in sample rooms, make it easier for road men to show samples and for the merchants to buy.

The Association decided to publish a practical handbook or working manual on sampling, to cover every phase of sampling work, such as the layout of the sample room, the qualifications most necessary for a successful sample manager, the best methods of charging and crediting samples, standard sizes of trunks, telescopes, swatches, photographs, etc. In the back of this book there will also be articles on the best ways of sampling certain merchandise by members particularly well qualified on certain subjects.

* * *

C. W. Boyle, formerly advertising manager for the Victor Chemical Works, of Chicago, has been placed in charge of advertising for the Audit Bureau of Circulations.

* * *

Members of the Toronto branch of the Direct Mail Advertising Association heard Robert C. Fay, director of sales for the Robt. Smith Printing Co., Lansing, Mich., deliver a noon-day address on Tuesday, May 31st, concerning "The Cash Value of an Idea." Mr. Fay is a director of the D.M.A.A., and a lecturer on advertising and sales subjects at various U.S. universities.

* * *

A window display which attracted a great deal of attention during the latter part of May in Toronto was shown by Robt. Simpson Co., Ltd., depicting in graphic fashion the drop in foodstuffs since a year ago. On one side of the window was a 100-lb. bag of granulated sugar, valued at $22 at this time in 1920. On the other side was grouped a number of articles, all of which could be bought for the same expenditure at present prices, as follows:

100 lbs. granulated sugar	$10.35
24-lb. bag of flour	1.35
14 lbs. cornmeal	.50
14 lbs. rolled oats	.60
1 bag potatoes	.80
5 lbs. onions	.40
8 lbs. carrots	.25
6 lbs. rice	.50
2 lbs. butter	.64
2 lbs. tea	.70
2 lbs. coffee	.72
2 lbs. cheese	.56
2 doz. eggs	.74
2 tins pease	.25
2 tins corn	.25
4 tins tomatoes	.68
1 pail plum jam	.65
1 pail marmalade	.85
1-lb. tin shortening	.25
2 lbs. prunes	.31
10 cakes soap	.75
Total	$22.00

* * *

McKim's Winnipeg office is placing copy for "Climax" batteries, manufactured by the Climax Manufacturing Co., Winnipeg, and also for the Canadian Insulation Company.

Your Business in Quebec

will respond quickly to the stimulating effect of advertising in "French-speaking Canada's Two Most Enterprising Newspapers"

LE NOUVELLISTE

THREE RIVERS

The only daily paper in the St. Maurice Valley District

AND

Canada's Biggest French Morning Newspaper

A.B.C. Membership Accepted

General Advertising Office, 30 St. John Street, Montreal

WALTER J. HEALY, Advertising Director

THE MOUTH

of a city is its newspapers. Far and wide it tells the news of the day, and as a mouth the merchant uses it to speak to his customers and the thousands he could speak to in no other way.

The Times-Journal

is the mouthpiece through which your advertising will most effectively reach the people of St. Thomas and Elgin County in which it is the only daily paper published.

The Times-Journal of St. Thomas,
Limited

Circulation over 9,000 Daily

70%

of all the Foreign Advertising Done in Kingston in March, 1921, was done through The Medium of

The Daily

British Whig

Only A.B.C. Paper in Kingston

Over One Quarter of Canada's Entire Population is Concentrated in the

PROVINCE OF QUEBEC

(85% of which is French-speaking)

Notwithstanding an higher advertising rate during 1920,

La Patrie

has published over 30,000 lines of advertising more than in 1919. This is proof that "LA PATRIE" is an excellent advertising medium to reach the French population of Quebec, which represents one-quarter of Canada's entire population.

"La Patrie" should not be overlooked by any advertiser who is determined to cover successfully the Province of Quebec.

Apply to any Advertising Agency for Rates and Circulation, or direct to the Advertising Manager.

"La Patrie" Pub. Co.

Limited

La Patrie Building MONTREAL

"LA PATRIE"

Is a Member of the Audit Bureau of Circulation

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Secretary of Direct Mail Advertising Association

Overdoing a Good Thing

In their wild desire to make every inch of space count, many advertising men sometimes defeat their own end. This is particularly true of those men who aim to do a great deal of advertising on the outside of their postcards, broadsides, folders, etc.

There is a distinct ruling governing the amount of space one may use for advertising purposes on the outside of mailing matter. Every piece of material that goes through the mails must have a space 3½ inches from the right-hand side of the edge of the card, 1¼ inches from the top, and 2 inches from the bottom that must be kept absolutely clear of advertising matter. It should contain only the name and address. The United States postal authorities are now refusing mailings that do not comply with this ruling, and, in some special instances, are holding it up as a warning for future mailings.

The Period Between Mailings

How long should one wait between the time he mails the first piece of his campaign and the second, third, fourth, etc.? Some "experts" have laid down a law that two weeks is the proper time between mailing pieces. There are thousands of concerns that are governed by this "law." Other "experts" claim that a month is the proper interval, and we find countless institutions governing their mailing dates accordingly.

As a matter of fact, there is no general law that can fit activities of this nature. There are some campaigns wherein it would be decidedly unwise to mail a letter a week. On the other hand, there are campaigns wherein a letter a week is considered very effective. An analysis of 61 successful campaigns in the last year shows that the average mailing interval is four weeks.

These comparative figures have very little value outside of giving us a general idea of what is being done in a very large field.

There is only one infallible rule as to the best interval for mailings. It is this: Put yourself in the other fellow's place and figure out as nearly as possible how you would be affected by your own letters sent out at the intervals you intend mailing them. It all resolves itself to the age-old idea of trying to think *with the prospect's mind.*

"How Do You Like Our New House Organs?"

Every now and then certain house organ editors send their readers a postcard questionnaire in an endeavor to find out just how each reader reacts toward the publication.

Recently the editor of a little magazine published by a large paper mill, found that he had received exactly less than 1 per cent. returns. He began to feel that the idea was worthless, and perhaps way back in his mind felt that the readers were an ungrateful lot. The same plan, though, was tried by the editor of a house organ sent to the hardware trade. He received over 15% replies.

The idea is a mighty good one, but, as in every other form of marketing by mail, it is not *what* we do that is nearly so important as *how* we do it. In the first instance, the editor asked blunt questions in a rather dogmatic fashion. In the other instance, the editor was clever enough to pat the reader on the back just a little and to put his questions in the form of suggestions rather than fire verbal cannon balls at his audience.

After all, when we ask a favor of people, it seems rather foolish to do so in an autocratic, pompous manner, when, after all, the only reason we can expect a reply is that we have deserved one because of the manner in which our questions were put.

Choosing Your Audience

The other day a well-known jobbing house in Ontario devoted the entire issue of its house organ to a story, the moral of which was, "If you stick to your job long enough you will undoubtedly make good at it." Aside from the very questionable logic of the story, the magazine completely failed to make a hit with many of its readers for the simple reason that this particular list of readers were composed of big executives, officials, owners, etc. In other words, they were men who had "arrived." To them a story of this kind was totally out of place, and, therefore, decidedly uninteresting, if not antagonizing.

The same story sent to junior clerks, stenographers, assistant salesmen, etc., might have gone over big.

Equally futile was a house organ discussing the ebb and flow of the market, the validity of foreign exchange, and the elements of depression and overhead, sent to a mailing list composed of semi-executives and clerks. Had the mailing of these two magazines been switched, both would have probably made a splendid impression on their readers. It is worth several hours of any executive's time to check up his mailing list every now and then in order to be certain that his writings are pitched at the audience that reads them.

Correspondence Bulletins

More and more business men are waking up to the value to their institution of the right kind of correspondence bulletins distributed among their letter writers periodically, say once every week, or perhaps twice a month.

Sometimes it is possible for some executives in the organization to write these bulletins, which usually deal with the various phases of effective letter writing. There is no one thing that will keep correspondents enthusiastic and eager to improve than the fact that some official in the firm is enough interested in their

problems to give them regular, worthwhile help via this bulletin service.

It often happens, unfortunately, that there is no one in an institution capable of turning out bulletins that will really help and inspire. In such an instance, it would be an excellent investment on the part of any concern to have these bulletins written by some consulting correspondence supervisor who can add all the local color necessary, and, if desired, can even have the president's name signed to his work.

When compared to results, the investment is one of the finest things of its kind in the entire business world.

Centralizing Your Stenographic Department

Innumerable tests made by some of the most progressive concerns on the continent prove indisputably that it pays in many more ways than one to centralize the stenographic department. In the average concern, stenographers are located in various parts of the building, usually at the desk of the correspondent.

Experiment shows that this haphazard plan not only widely distributes the typewriting clatter throughout the building, and thereby increases the field of distraction, but it does something infinitely more expensive. It lessens the efficiency of the stenographer in some cases as much as 30 per cent.

On the other hand, when the stenographers are all located in one central room, three distinct savings are immediately made possible.

(1) Supplies can be distributed from a central point by a boy whose salary is perhaps half of the stenographer's. Under the old system, supplies are sometimes located fully a half block from the stenographer's desk.

(2) *Freedom from tension.* It is a simple matter of fact that when a stenographer is constantly under the watchful eye of men folks she cannot be thoroughly at her ease. Countless experiment has shown that when they are in a room by themselves, under the supervision of a woman who knows her business, they immediately fall into a sort of relaxed state, impossible otherwise. This not only has a direct bearing upon their work, but upon their attitude to the house as well.

In these days, when "labor psychology" is being talked of so glibly, here is a concrete instance of how the thing can be made to work out very, very effectively.

(3) *Uniform letters* are possible only in this way. Under the old system, each correspondent has his pet ideas as to paragraphing, spacing, and even spelling. This often results in the contempt that customers sometimes show for a house that sometimes sends them as many as twenty letters a day, each one perhaps handled differently from a mechanical point of view.

Under the centralized plan the work is turned out in a uniform manner that cannot help give a favorable impression to those receiving the mail.

Reduced Fare to Atlanta Convention

Mr. P. S. Florea, secretary of the Associated Advertising Clubs of the World, has now ready for distribution to members of associated clubs, special convention certificates which will entitle those who attend the Atlanta Convention to reduced rates.

These tickets are in very great demand,

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Circulation Building

AT the present time seven experienced subscription canvassers are at work in various parts of Canada seeking to build up the circulation of the Commercial Press trade magazines.

We are producing papers of real, positive value to the retailers and are following this up by steady, consistent circulation building.

The result is a steady growth in paid up circulation of all our papers.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

FACTS ABOUT

OWEN SOUND

Owen Sound is the Business Centre of the Georgian Bay District.
Has large Steel and Iron, Furniture and Woodworking Industries, and a wide range of factories in other lines.
A prosperous city that is almost unaffected by the business depression.

"The Sun-Times"

Enters practically every home in the City and surrounding territory. Sworn average circulation for last year was 6,133 copies. "The Sun-Times" is published "Every-Other-Day" — Tuesday, Thursday and Saturday.

Consider the Postage Stamp

It brings your message direct to the desks of the buyers of your product, and reduces your selling cost.

To produce results the message should be well printed and reflect the quality of your goods.

Our Service is Complete.
Our Customers Satisfied.
Our Business is Growing.

Let us Serve You.

West Toronto Printing House
1945 St. Clair Ave.
TORONTO

Subscribe for

THE MAILBAG

A Journal of Direct-Mail Advertising

Edited by Tim Thrift, it is the recognized Text-book on this important phase of advertising.

Let the Brains and Experience of Experts Help Solve Your Direct-Mail Problems

The Mailbag isn't made by one man. It couldn't be and be what it is—a symposium of the best thought on the subject. It is really edited by many men, in many lines, who have solved problems like your own.

Send $2.00 for a year's subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2.00 per year, but please include 30c. exchange. Thank you.

and will serve to prevent any embarrassment to those who wish to claim reduced fare privileges to the convention. You had better send for your supply now.

Comparative Advertising Figures

According to the best available figures the amount spent annually for all forms of advertising is $1,284.000,000, divided as follows: Newspapers, $600,000,000; Direct Mail, $350,000,000; Magazines, $150,000,000; Business Papers, $70,000,000; Novelties, $30,000,000; Electric and Painted Signs, $30,000,000; Farm Papers, $27,000,000; Demonstrating and Sampling, $24,000.000; Window and Store Display, $20,000,000; Bill Posting, $12,000,000; Street Car Cards, $11.000.000; Programs, $5,000,000; Motion Pictures, $5,000,000.

Is Your Mailing List Alive?

This is a subject that can't be stressed too often. Concerns all over Canada spend thousands and thousands of dollars in getting up effective mailing pieces only to send them to lists 20, 30, or, at the most, 60% alive. If we take an average case, such as one that came to my notice two weeks ago, the figures are really astounding. A certain jobbing house sent out 25,000 unusually well-gotten-up folders. They devoted all their time to making these folders attractive and resultful. The list was taken for granted. They received 3½% replies to their mailing. The president of the company was thoroughly disgusted and believed the direct mail methods were a failure.

A thorough investigation of his list by a successful mailing concern showed the list to be only 45% alive! In other words, out of every hundred names on that list, 55 had either moved or died!

Judging by results achieved from that inferior list, the percentage of all replies, were the list 100 or even 95% up to date, would have totalled nearly 9%. In these days, when 7% replies are considered better than average, the story points its own moral.

It is just as sensible to expect a furnace to give a certain amount of heat in return for a stipulated number of pounds of coal, 55% of which have been thrown into the door of an empty furnace nearby, as it is to expect full results from a mailing list only 45% up-to-date.

* * *

Capt. E. A. Humphreys, of Toronto, has been made Ontario representative of the *Grain and Milling Journal* and *The Leather Worker*, published by E. J. Holliday, Montreal.

* * *

Hardware and Accessories, Toronto, is to be represented in the Montreal territory by Charles D. Cliffe, formerly representing *Hardware and Metal*.

* * *

With the object of furnishing information regarding the various fields served by members of its organization, the Associated Business Papers, Inc., has commenced publication of the *A.B.P. News*, which will be circulated among United States advertising agencies. The publication office is at 1709 Candler Bldg., 220 West 42nd Street, New York City.

* * *

The Dominion Bedstead Co., Ltd., with head offices in Montreal, has been granted a Dominion charter to manufacture and sell beds, mattresses, cushions, spring boxes, etc. The firm is capitalized at $250,000.

Another Furniture Campaign May Start in September

Another co-operative campaign by furniture manufacturers is believed to be under consideration, and will probably be undertaken in September. Recently a number of furniture men got together and organized the Home Furnishings Bureau, and at a meeting a week or two ago the following officers were elected: W. J. Anderson, Stratford, president; J. H. Baetz, Kitchener, secretary, and the following directors: D. E. MacIntyre, Owen Sound; G. W. Gibbarl, Napanee; J. H. Kennedy, Kitchener; A. H. Smyth, Strathroy, and H. M. Snyder, Waterloo. The office of the Bureau has been removed from the Bank of Hamilton Bldg. to 5 Colborne Street, Toronto.

* * *

F. Albany Rowlatt will shortly place copy for the Canadian Pocket Umbrella Co., manufacturers of a pocket umbrella which folds into a space of 14 inches.

* * *

Hamilton Club Directorate

At a recent meeting of the Advertising Club of Hamilton, the following directors were elected for the ensuing year: Dave Shearer, Robert Duncan & Co.; Fred Cloke, Cloke & Son; C. W. Kirkpatrick, Commissioner of Industries, City Hall; F. Edgington, Tuckett's, Limited; T. F. Kelly, Hoover Suction Sweeper Co.; F. J. Everatt, G. W. Robinson Co., Ltd.; R. T. Kelley, Hamilton Advertisers' Agency, 17 Main Strect East; Roy Fenwick, Buntin, Gillies & Co.; L. R. Greene, Tuckett's, Limited; W. C. Thompson, East; F. J. Seldon, Office Specialty Co., East; F. J. Seldon, Office Specialy Co., Ltd., King Street East; G. B. Perry, Merchants' Bank Building; F. R. Smith, Oak Hall; F. J. Dunnigan, Dunnigan Drug Co.; Carl Jennings, Bank of Toronto Building; E. G. Willard, Egg-O Baking Powder Company; J. R. Watson, Grafton & Company.

* * *

Tribune Held 90% of Telegram Subscribers

Commenting on the sale of *The Toronto World* in the April 15th and May 1st issues of this magazine, MARKETING instanced the demise of the *Winnipeg Telegram* as an example of the general law that surviving papers usually share to some extent the circulation of a defunct paper, no matter who purchases the lists.

In a letter to MARKETING the *Tribune* takes issue with this statement so far as the Winnipeg situation is concerned, claiming that of the bona fide circulation taken over from the *Telegram* in the city of Winnipeg the *Tribune* was able to hold well over 90%, and, in the country, were able to consolidate 9,250 subscriptions from their total list of 10,162.

Concluding, the letter states: "The extent to which the *Tribune* was able to hold the *Telegram's* circulation, both in the city and country, far surpassed our expectations, and has, we believe, established a record in newspaper amalgamations."

This statement confirms the view generally held, and voiced by MARKETING, that amalgamations rarely result in a 100% gain of circulation on the part of the purchaser. That the *Tribune* surpassed even themselves by holding 90% illustrates the exceptional nature of their case.

An Extract or Two from Recent Letters to the Editor

"Toronto, May 18th, 1921.

"THE EDITOR, MARKETING:

". . . For a long time I have intended to say to you how helpful, how interesting MARKETING is to myself and the other men in this office.

"Only one number reaches us now, and this never goes a-begging. We wish you continued success. . . .

"FRANK T. EDDS,
"Mail Order Advertising,
T. Eaton Co., Ltd."

"Montreal, May 19th, 1921.

"THE EDITOR, MARKETING:

". . . The latest number of MARKETING that has reached us seems to contain more really practical matter in one issue than most magazines contain in three months. . . .

"AMERICAN DRUGGISTS SYNDICATE, LTD.,
"Walter B. Woodland,
"General Manager."

"Montreal, March 30th, 1921.

"THE EDITOR, MARKETING:

". . . From what we have seen of the limited number of copies of MARKETING that have reached us so far, we are very favorably impressed, and desire to congratulate you upon your publication.

"DARLING BROTHERS, LIMITED,
"Edward B. Curzon,
"Advertising Manager."

✣ ✣ ✣

Any man who is reluctant or unwilling to learn new ways is an impediment to the progress of a business organization.

Advertising of Eden Electric Washers, manufactured by the Gillespie Eden Co., New York, is to be handled in Canada by the F. Albany Rowlott agency in future.

The success of the campaign conducted by the Manitoba Life Insurance Underwriters during 1920 has prompted a renewal of contracts for 1921. Large space in newspapers will again be used.

GET THE BENEFIT!

ADVERTISING and Selling are closely connected. Each can be constantly improved. My past experience in successful advertising and merchandising has given me many ideas that would be of value to you. My services in copywriting and illustrating may be obtained as you need them.

FREDERICK M. HAHN
General Advertising Service
931 College St. : : Toronto
Telephone College 7894

Toronto Residential Mailing Lists

Every Home—A Telephone User!
Classified according to telephone exchanges and arranged in street order.
Sellers Agency. 100 King St. West TORONTO

LASTING

Once sold it's easy to hold Quebec with the Telegraph—reader faith is the secret.

The Telegraph

ALWAYS!

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St.
Toronto 185 W. Richmond St.
London 209-211 King St.
Windsor 46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

ELECTROTYPES FOR NEWSPAPER ADVERTISING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

HERE'S WHY THE VANCOUVER SUN GETS THE BUSINESS

"You will be interested to know that your own efforts, combined with the recommendation of Mr....., combined also with the energy and general quality of your paper, has marked you a part of the 1921 campaign to be run in Vancouver, and you will have an equal amount of space with the Province."

That's what a prominent agency wrote us the other day; the result of our efforts on behalf of their client—part of our established SERVICE.

Every possible co-operation is given in hitching up dealers with national advertising.

COVER THE VANCOUVER TERRITORY

POPULATION 200,000

WITH ONE MORNING

AND ONE EVENING PAPER

F. W. Thompson
100 King Street W.
TORONTO

F. Calder
22 St. John Street
MONTREAL

Gilman, Nicoll & Ruthman
World Building
NEW YORK

C. W. Wallis
1243 First National Bank Building
CHICAGO

Symbols of Integrity

In the Fourth Century B. C Alexander the Great decreed that the coins of his realm should bear his mark as a pledge of quality

In the Thirteenth Century, the great English Guilds of Goldsmiths and Silversmiths placed their hall-mark upon every article as an assurance that it measured up to a sterling standard of fineness.

In the Twentieth Century, Advertisers, Advertising Agencies and Publishers established the Audit Bureau of Circulations in order that the circulation of publications might be accurately verified and, in addition, that an analysis of the circulation might be profitably employed by its members. The A. B. C. Trade-Mark symbolizes integrity

The Publisher, the Advertiser and the Advertising Agency today are all included in the membership of the Audit Bureau of Circulations; all are proud to guide and be guided by its audited reports. Thousands of these audits have been made and their honesty never has been impugned. They represent a fixed and sterling integrity of which the Bureau is proud.

The publisher is glad to show his A.B.C. reports. They certify his circulation and indicate where it goes, and to whom it goes.

The advertiser eagerly studies his A.B.C. reports. They help him to extend his market, to select new and profitable sales fields and to buy white space economically.

The Advertising Agent, in his varied labors, has learned to look upon A.B.C. reports as the most conclusive and effective help in selecting white space in publications which will, most economically, give his client good merchandising results.

There is no boundary line between the United States and the Dominion of Canada, insofar as the work of the A. B. C. is concerned. Canadian publications and the publications of the United States alike subscribe to its high principles.

England, Australia and the lands beyond the sea are raising the standard of certified circulations and before long the principles of the A.B.C. will be world-wide in their scope.

Be sure to get your copy of "Scientific Space Selection," the new A. B. C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half.*

Audit Bureau of Circulations

202 South State Street Chicago · 347 Fifth Avenue New York

Keep posted on changing conditions in Halifax

Since the last A. B. C. statements were released for Halifax newspapers in December, 1920,

The Halifax Herald

has made great gains
in net paid daily circulation.

It now leads the Nova Scotia morning field by

Several Thousand Copies a Day

Halifax, N.S.

W. H. Dennis

Vice President and Business Manager

Volume VI.
Number 12

TORONTO JUNE 15th, 1921

20 Cents a Copy
$2.50 a Year

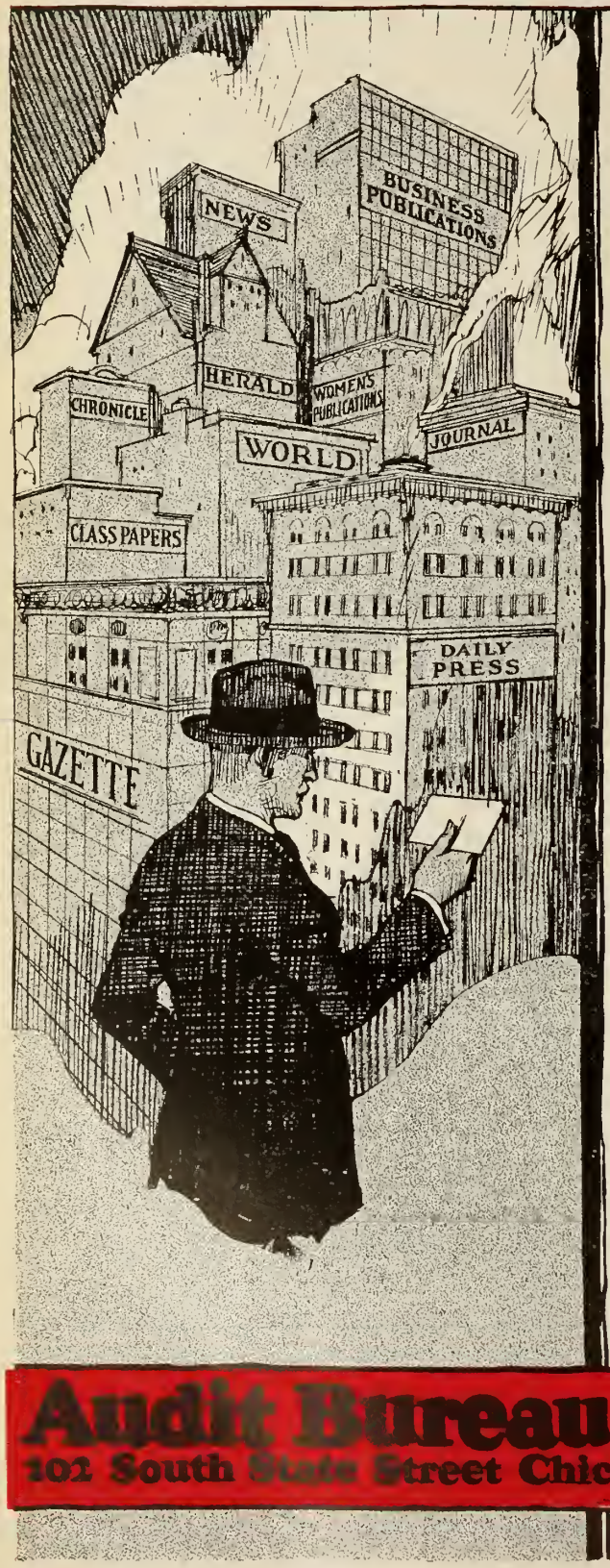
Marketing and Business Management

Edited by W. A. Lydiatt

Making Big Claims
for a car that lives up to them
A LARGE part of our success with the Briscoe Motor Car Advertising, is attributable to the fact that we sincerely believe this car offers more dollar-for-dollar value than anything else on four wheels.
Have *you* a product we can enthuse over?
The forceful expression of our conviction —in the form of newspaper and magazine advertising—will broaden your market, as it has broadened that of Briscoe and thirty other important Advertisers.
The Advertising Service Company LIMITED
220 Yonge Street, TORONTO
Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

You Have a Pass to the Inner Offices of 1300 Publications



If you were to knock at the door of any publisher and request his private circulation records, would you really get them? Did Ali Baba gain admission to the treasure cave till he used the key word?

Your "Open Sesame" is spelled A. B. C. The inner doors of over twelve hundred publications swing wide upon its use.

Would you know how subscribers were secured? Would you know the class of subscribers? Would you know how many subscribers have paid?

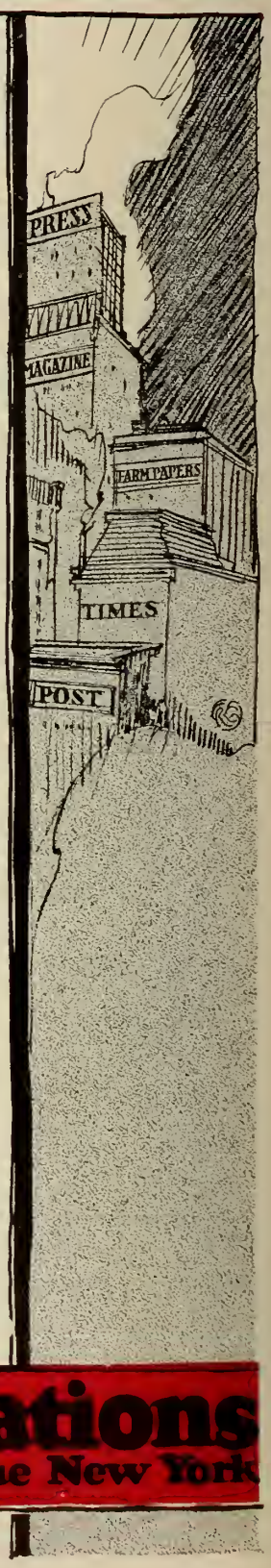
Examine an A. B. C. report!

The first page contains the circulation. This you might ascertain in other ways, though not verified as are the A. B. C. figures.

The *other* pages contain the facts that only the A. B. C. can gain for you. It secures them through its strict rules, its stringent examination of all records, its supreme authority over everything pertaining to circulation.

Study your A. B. C. reports *throughout!*

Be sure to get your copy of "Scientific Space Selection," the new A. B. C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half.*



Audit Bureau of Circulations

102 South State Street Chicago · 347 Fifth Avenue New York

A Page With MACLEAN'S

THIS is a day of national stock-taking. Canadians are more interested in Canadian affairs than ever before.

National resources, social and political activities, agriculture, commerce and trade, the processes of production and distribution — all are coming under the searching eyes and inquiring minds of thoughtful Canadians from coast to coast. They want "reasons why" for present trade conditions — "reasons why" they should buy now — "reasons why" they should buy certain commodities in preference to others.

Merchandisers are Looking Ahead

—looking for the most receptive market—for the most logical prospects for 1921 and for years to come. And it is only natural that they should look for the shortest route—the most economical and profitable route—the path of least resistance.

Co-operate with Jobbers and Retail Merchants

Both jobbers and retailers want advertised brands—they want repeaters—quick-selling commodities — not shelf-warmers. They, too, want "reasons why" they should buy certain brands.

Retailers to-day are ordering only for their immediate needs. A year ago they were buying six months or more in advance, owing to scarcity of goods and slowness of delivery. On a rising market it was good policy to get orders placed before a further advance in price took place. To-day conditions are reversed and we have a buyers' market in which many lines are being sold at lower prices.

Goods Are Being Sold

The fact, however, that goods are being *sold* indicates that more goods will have to be bought to take their place.

Retailers are reducing their stocks by carrying fewer lines than formerly. Instead of carrying three or four they are concentrating on one brand. Naturally they are concentrating on the advertised brands. What brands will they buy?

Buyers are discriminating, dealers are stocking fewer lines than formerly, and both are giving preference to advertised brands.

The manufacturer to-day must make the consumer believe in his brand. Live jobbers and retailers *buy the brands they know are known to the consumer.*

Advertising in Maclean's The Short-Cut to Profitable Sales

Advertising in Maclean's Magazine goes where money is. It goes where demand is certain and continuous. There is no question about it.

Readers of Maclean's are of a class least likely to be affected by adverse economic conditions—their buying power is unimpaired. They are of a class that forms the very backbone of the Canadian market for necessities and luxuries. They mould demand and offer to retailers and manufacturers a much-desired outlet for merchandise.

Advertising in Maclean's makes for a speedy and economical development of wide-spread distribution and consumer demand throughout the Dominion. It offers the path of least resistance to sales. It is most effective and economical because it goes where money is—because Maclean's is bought because wanted, read leisurely and thoroughly thus enabling the advertiser to give "reasons why" his particular commodity should be purchased now. This is of great interest to merchants as well as consumers.

Maclean's Speeds Up Sales

It will enable advertisers and merchants to hasten sales action. Advertisements containing convincing "reasons why" placed in influential and long-lived Maclean's certainly create more sales than advertisements of the remindatory type that merely say "buy," and that are placed in short-lived publications.

Maclean's nationalizes the commodities advertised therein. It enables the advertiser and his dealers to answer the whys, hows, whos, whats, whens and wheres of influential citizens in a minimum of 2883 communities in Canada—and create an active demand in thousands of stores.

Advertising in Maclean's levels the peaks and valleys in business. It is a wonderfully effective business stabilizer. Use Maclean's as the strong foundation upon which to build advertising campaigns in Canada.

Complete information upon request

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

143-153 University Avenue.
Toronto - Canada

ICH DIEN

" I Serve "

THIS age-honoured motto of the eldest son of the British Sovereign takes on a new significance when applied to the co-operation with advertisers given by THE OTTAWA JOURNAL.

Interest in a client by no means ceases with the signing of an advertising contract—it is merely heightened by that happy consummation. For our final interests lie in the results accruing to the advertiser rather than in the obtaining of the order.

The Promotion and Service Department of THE OTTAWA JOURNAL affords a local point of contact between Manufacturer, Agency and Retailer, of undoubted value to those we are privileged to serve.

You will be wanting full information on the possibilities of the Ottawa field, and we can be of real assistance in the solving of your problems.

Week by week retailers, in every line, are advised of the forthcoming national campaigns. This information increases the interest of their selling staffs, and makes possible timely window and counter displays.

Our intimate relations with the local retail trade give peculiar value to our unbiassed trade reports.

Our individual 'say so' may not carry complete conviction.

The voluntary words of appreciation from scores of Manufacturers and Agencies are sure evidence of the value of our SERVICE.

A Leading Agency writes:—

" It wont be out of place to say that the " Journal " is leading everything in Canada in our esttmation of this kind of work."

A Manufacturer says:—

" We are most grateful for the very hearty cooperation you gave us. You seem to have tackled cooperation with a Capital " C." Pretty work, and we thank you for it."

The much-abused word 'SERVICE' has taken on an entirely new meaning when applied to the effective co-operation, cheerfully given, and without charge, by the

Ottawa Journal Dailies

The Morning Journal (Members A.B.C.) **The Evening Journal**

AVERAGE NET PAID CIRCULATION FOR THE THREE MONTHS ENDING MAY 1921 **27,606**

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg
LONDON, ENG.—Robert Houston, Effingham House, 1 Arundel St. Strand, W.C. 2

UNITED STATES—Chas H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1035 Peoples Gas Bldg. BOSTON—Old South Bldg.

The Song of Overseas Trade

By Milton Hayes

Merchandise! Merchandise!—Tortoise-shell, Spices,
Carpets and Indigo—sent o'er the high-seas;
Mother-o'-Pearl from the Solomon Isles—
Brought by a brigantine ten thousand miles—
Rubber from Zanzibar, Tea from Nang-Po,
Copra from Hayti, and Wine from Bordeaux;
Ships with top-gallants and royals unfurled
Are bringing in freights from the ends of the world—
Crazy old wind-jammers, manned by Malays,
With rat-ridden bulkheads, and rotten old stays,
Reeking of bilge and of paint and of pitch—
That's how your fat city merchant grows rich—
And tramps heavy laden, and liners untold
Will lease a new life to a nation grown old.
Merchandise! Merchandise! England was made
By her Men and her Ships and her Over-Seas Trade.

Widen your harbours, your docks and your quays,
Hazard your wares on the seven wide seas,
Run out your railways and blast out your coal,
For only by trade can a country keep whole.

Feed up your furnaces, fashion your steel.
Stick to your bargains and pay on the deal;
Rich in your birthright and well you'll be paid
If you keep in good faith with your Over-Seas Trade.

Learn your geography—work out your sums,
Build up your commerce and pull down your slums;
Sail on a Plimsoll that marks a full hold:
Your Over-Seas Trade means a harvest of gold.

Bring in your palm-oil and pepper you've bought,
But send out ten times the amount you import:
Trade your inventions, your labour and sweat:
Your Over-Seas traffic will keep you from debt.

Hark to the song of the shuttle and loom—
"Keep up your commerce or crawl to your tomb!".
Think of what Drake did—and Raleigh and Howe,
And waste not their labours by slacking it now;
Work is life's currency—earn what you're worth,
And send out your ships to the ends of the earth.

Deep-bosomed Mothers with wide-fashioned hips
Will bear ye good sons for the building of ships—
Good sons for your ships and good ships for your trade:
That's how the Peace-of-the-World will be made!

So send out your strong to the forests untrod,
Work for yourselves and your neighbours and God,
Keep this Good England the Home-of-the-Free,
With Merchandise, Men, and good ships on the sea.
Merchandise! Merchandise! Good honest Merchandise!
Merchandise, Men, and good ships on the sea.

With acknowledgements to The Lakewood Engineering Company

Indisputable Facts

THE FAMILY HERALD AND WEEKLY STAR during the year 1920 carried a larger volume of display advertising, and a larger volume of classified advertising than any other Canadian farm paper.

In advertising of Autos, Tractors, Farm and Dairy Equipment and supplies THE FAMILY HERALD AND WEEKLY STAR showed a greater increase in 1920 over 1919 than any other Canadian farm paper.

In the first four months of 1921 THE FAMILY HERALD AND WEEKLY STAR published ***twenty per cent*** more advertising than any other Canadian farm journal.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

Established 1870

MONTREAL, CANADA

BRANCH OFFICES

New York Representative
DAN. A. CARROLL
150 Nassau Street

Toronto Representative
M. W. McGILLIVRAY
182 Bay Street

Chicago Representative
J. E. LUTZ
First National Bank Bldg.

London, Eng., Representative: M. A. JAMIESON, 17 Cockspur Street, S.W.I.

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor 53 Yonge St., TORONTO

Vol. XV, No. 12 TORONTO, CANADA JUNE 15th, 1921

BETTER BUSINESS LETTERS*

5. Five Successful Sales Letter Tactics.

Letting the customer choose. Banish censure from 'follow-ups'. Spring one argument at a time. Eliminate the 'wonderful offer.' Drop the attitude of over-anxiety.

Written for Marketing by Louis Balsam

HOW do you feel when a "snippy" fresh young salesman enters your office and fires at you a string of marvellous adjectives regarding his goods? Then backs this up by ten or fifteen minutes of solid argument, every word of which implies unconsciously that you have no brains at all? This young man seems to feel it his absolute duty to make everything so clear to you that you need not think —merely follow his idea and win.

The answer is quite obvious. We like to have the feeling that we are not helpless when it comes to reasoning out things for ourselves. Yet thousands of sales letters that leave our office day after day make the very serious mistake of telling the prospective customer every possible thing, thereby making him feel that he is incapable of forming his own judgment.

Experience shows that people everywhere resent this bitterly. Nowadays people are interested in facts—facts put to them from their own point of view. It is simply the old story of the "you" attitude stated in another form. Statistics by the hundred are available to prove the wisdom of wording our letters in such a way as to imply that all the customer needs is facts upon which he can use his better judgment. It is one of those little tricks that lift even a poor letter into the Better Letters Class.

The average person likes to feel that he has done something for himself rather than that he has been forced into doing it by high-pressure sales letter material.

Which of these two letters would influence you most as a prospective buyer?

This one—

"Gentlemen:

"Here is an opportunity that you positively cannot afford to pass up. For the first time in five years we are able to offer you our Standard Check Writer and Check Protector for $18.00. It is conceded by business men everywhere to be the best thing of its kind in its price class.

"It has a patented indelible ink that cannot be tampered with. Every time it writes figures or numbers it cuts through the paper so that erasure or counterfeiting of any kind is altogether impossible. Then, on top of this shredded indentation, comes the ink which is mentioned.

"In these times, when jobs are pretty hard to get, there are certain men who, when hard up, won't stop at anything. Your check, written in the ordinary way, is a temptation that many of them will find impossible to resist.

"Nowadays, the right kind of business men are taking precautions of every kind. That is why you will find the Check Writer in every worth-while office. What would you think of a man who failed to insure a very valuable house on the belief that his place would never burn down? He is the same sort as the business man who does not insure his checks by getting the right kind of a Check Protector.

"The Check Protector bears the same relation to your business as Non-Skid Chains do to an automobile on a slippery day. A Check Protector is much better than money in the bank, because it acts as the watchdog of your finances.

"We believe you will make a very serious mistake unless you equip your office with one of these, preferably ours, because, all things considered, it is the greatest value for the money.

"If you wish we shall be glad to send you one on trial. Simply drop the enclosed card in the mail box and we will do the rest.

"Thanking you in anticipation of your valued order, we beg to remain,

"Yours very truly,

"Blank Checkwriter Co."

Or this one?

"Gentlemen:

"In 1920 something like twelve millions of dollars were lost to business concerns such as yours because the owners or

THIS issue of "Marketing and Business Management" has been prepared and printed under difficulties owing to the strike of printers and pressmen in Toronto which took effect June 1st. We beg the indulgence of our readers and advertisers for any errors or imperfections which may have occurred on this account.

*Copyright Canada 1921 by W. A. Lydiatt

managers failed to adopt the Checkwriter Protection.

"It would be a simple thing for us in this letter to quote you reasons by the dozen that would convince you of the necessity of insuring your commercial checking accounts through the Check Writer. You know these reasons, though, as well as we do, if not better.

"What you are most interested in, we believe, is facts, isn't it? Here are some you will appreciate: Over one million people in the United States have purchased our Check Writer during the last two years. In that period not one of them have lost so much as one penny through bad checks since our Check Writer was installed.

"The price is $18.00. You can have one sent on trial so that you may judge it altogether from your own point of view. We are as near to you as your telephone. Simply call Main 6510 and we will cheerfully send one of our little instruments to your office for a two weeks' trial.

"When may we have that pleasure?

"Cordially yours,

"———— CO."

The very interesting thing about this rule, which is that *letter writers should state facts in a manner calculated to make the reader feel that he has judgment*, is this: It makes a much better customer than the type secured by high-pressure methods. The moment your prospect feels that he has bought something because he was temporarily swayed from his normal reasoning power by trip-hammer correspondence methods, a slow resentment begins to form in his mind that does not bid well for his future business.

On the other hand, if he has purchased because he felt that he himself had made the choice, everything assumes almost the opposite aspect. He is thoroughly satisfied with himself, especially if the article lives up to the description. He feels that he has done a good stroke of business; that he is pretty clever when it comes to buying. He is the type that comes back time after time for more.

Got 20% Replies.

In these days, when goodwill is becoming such a vital factor, we cannot give too much thought to the manner in which our sales letters approach the prospective customer. You can pretty safely bet that a letter, all things considered, that talks to the reader as though he were a fairly intelligent person, knowing what he wants, once the facts are submitted, and capable of coming to a decision when all the cards are put before him simply, without ornamentation—that letter is the one that will "bring home the bacon" so sadly needed in most of our empty larders at the present time.

Here is a letter that has produced the phenomenal results of 42% replies:

"Dear Mr. Jones:

"Haven't there been times in the last few months when you wished you knew of a house right near, in Chicago, that could supply you with the type of coiled wire and small flat springs so essential to your business, at a price that was right?

"There has been so much mystery and hocus-pocus about the spring business in the last several years as to make purchasing agents everywhere wonder where it all will end.

"This house is an answer to that question. For 35 years we have been making the type of spring you use in your business every day. Please make a note on your records of our facilities, as explained in the enclosed folder. Then call us up just for curiosity some day when you need springs, and we will give you the details you require.

"There will be absolutely no obligation on your part, but it may lead to your finding the spring manufacturer you have been looking for right along.

"Yours very truly,

"———— CO."

There is nothing unusual about this letter, but it does give a few facts in a man-to-man-fashion. It shows a sympathetic understanding of the purchasing agent's problem, and offers at least the possibility of a solution of a type the business man can't help reaching out for.

Eliminate Censure.

The second of the successful sales letter tactics that is helping do a splendid business for those concerns that employ it is this: *Eliminate the attitude of censure in follow-up letters.*

For some unfathomable reason the average sales follow-up assumes the "Why - don't - you - answer-the-letter-sent - you — You-owe-us-a-reply-attitude. People resent this more than I can tell you. Try it on yourself. Why is it that letters such as this reach your waste basket by the hundreds during the year?

"Gentlemen:

"Three weeks ago we wrote you fully regarding our Ajax Radiator Protector. At the time we pointed out specific ways it could be of help to you in your home, convincing you, we believe, that the price was better than you could get anywhere else in Canada, quality considered.

"You have not replied to this letter, and naturally we are disappointed not to have heard from you. We would be very glad to take this matter up with you in detail, and feel certain that we could give you the type of service that would make your radiator problem at home a thing of the past.

"Perhaps our former letters did not reach you. Perhaps you were too busy to answer them, but surely you will take a few moments now to let us know just what you would like us to do in this matter.

"Yours very truly,

"———— CO."

Here is another sent by an advertising "expert":

"Dear Sir:

"Two weeks ago you sent us an inquiry slip from one of the magazines and we wrote you at the time, giving you our proposition in detail. We have not had a reply. Why? We know you must have been interested in what we could do for you or else you would not have sent us an inquiry. Won't you please tell us why you failed to reply?

"We have the type of service that can help you bring in more business and develop your sales. We should be only too glad to have you ask us questions relating to your business so that we could give you an idea of what our service may mean to you.

"We hope that you will not disappoint us this time, but at least do us the courtesy of saying "yes" or "no." We desire that much courtesy.

"Yours very truly,

"————CO."

An immense amount of goodwill potentially is killed, wantonly murdered, in fact, by the censorious follow-up letters that reach my desk and yours almost every day in the year. There are two fundamental reasons why sales letters, and follow-ups in particular, should not assume the "balling-out" attitude. In the first place, it is poor business psychology. The moment you try to force people into doing something they can't help feel is going to benefit YOU, that moment they lose interest, and will have nothing further to do with you.

The sales manager of a very well-known paint company once asked me why it was he did not have any luck with his follow-up letters. They were well got up, were typed on a fine grade of stationery, and contained what he considered unusually good sales tactics. The first letter was an excellent one, but after I had got into the second, third, fourth and fifth, I found the reason. Every letter, except the first, assumed a hurt tone, as though the prospect were trying to evade an honest debt.

So I say that if you care to be guided by the experience of successful sales letter writers, never assume the attitude of censure in your follow-ups if you hope them to bring in the business.

One Point at a Time.

The third rule of effective sales letter writing is this: *One good argument*, at best, two similar ones has infinitely greater force than a mass of arguments hurriedly given. For

years advertising men everywhere have found that those advertisements which brought in the greatest results are the ones that confine themselves nearly all the time to one strong, well-featured argument, well driven home.

I have found through experience that the same thing holds true in letter writing. It isn't wise to give more than one good argument in a sales letter, for the same reason that it isn't well to crowd your whole story into a three-minute personal talk when you are trying to sell face to face.

One point well expressed, well backed up, well calculated to appeal to the reason and emotion of your reader, gives him something on which he can hang his hat, something upon which to base judgment, something on which he can act. Too many arguments merely leave the reader confused. Napoleon, I think it was, said that no man can hold more than three ideas in his mind at the same time. Science has disproved even that optimistic statement, for it shows, in the case of the average man, one thought at a time is pretty nearly all he can master.

Visualize Average Man.

The important thing to remember about our letters, in this connection, is that they go to average people, the so-called man on the street. Here again visualization is certainly worth thinking about. Who is the "average man" that receives your letters? Certainly not the high calibre executive or the influential employer, for the latter class form less than 2% of our population. Like as not, our average reader is an amiable, easy-going type of man, who doesn't worry too much about abstruse problems, and whose greatest concern usually revolves itself about how he is going to take care of himself and those dependent on him with the least amount of difficulty.

Our average man is a good fellow, too. He spends money freely when he has it, ond is moved in nearly 90% of the eases more through his emotion than through his reason. That is why, when he gets a sales letter that is dominated by a single idea, skilfully handled, he is not hard to win over. On the other hand, too many arguments leave him confused. At best they leave him in doubt as to what he really intends to do. So he merely waits "till a little later on" while he can think it over. You know what that means.

> OTHER articles to follow in this exeellent series by Mr. Balsam will eover sueh snbjeets as "Eliminating Sales Resistanee," "The Effect of Colleetion Letters on Sales," "Do Your Letters Prodnee or Destroy Goodwill," "Co-Relation of Departmental Correspondence to Form a Logical Unit," and other important aspects of the 'better letters' problem.

A fourth rule of successful letter writing is this: *Eliminate the "wonderful offer" type of sales letter, as a general rule.* The business world to-day is flooded with letters offering amazing concessions with "opportunity sales," "ten-day prices," "no profit sales," etc., etc. The result is that nowadays those supposed-to-be-inducing terms have lost all value.

In fact, they have created a certain amount of disdain or even antagonism that makes the letter naturally miss its mark. One of the biggest soap companies in New England sent out sixty thousand copies of this letter:

"Centlemen:

"NEVER IN ALL THE HISTORY OF SOAP BUSINESS HAS THERE BEEN AN OFFER SUCH AS THIS!! For the next 30 days every order leaving this company will be sold on an absolute no profit basis. We believe in giving the retailer a square deal and in helping him bridge over the present tide of uncertainty. For that reason we are going to sell you all the soaps you need at exactly cost prices. In thus doing away with our profit we believe that we are contributing our share toward helping build up your business during these times.

"For the next thirty days, therefore, our price for:

Bath size toilet soap .....$ per box
Standard size .....$ per box
Laundry size .....$ per box

You can't afford to overlook this opportunity, because we know nothing like it has come your way in a long time. Hoping that you will send in your order at once and assuring you of our appreciation for your valued business, we remain,

"Yours truly,
"_____CO."

Had this letter been sent out eight years ago, when such glittering offers, via correspondence, were new, it might have had its effect. As it was thought, the letter went out when retailers everywhere had set their minds against buying anything except actual necessities. In addition to this, it was one of hundreds like it that dealers have been receiving day after day, until they are tired of them. That is why such letters have lost all value.

There are cases in the backwoods where letters of that kind sent to farmers, many have a passable result. Even here they are losing their hold because "everybody is doing it." This is the day of cold, hard facts. Straight from the shoulder arguments, backed by well-balanced appeals, attract mightily. They attract for two reasons. In the first place, they meet with a sympathetic reception; and, in the second place, they do not attract suspicion. The soap manufacturer's letter was practically a complete failure, not only because it was obviously insincere, but because the dealer had been receiving more letters of that kind than he ever dreamed existed.

Don't Be Over Anxious.

A fifth rule of effective sales letter writing is this: *Drop the attitude of over-anxiety.* Have you ever noticed the immense over-anxiety of the average sales letter? How it seems to hang on to the reader's coat-tails, and how, after it has caught up with him, it tries to force him over the buying brink? How successful are these over-anxious letters? How do you, personally, like to receive them?

If your experience has been along the same lines as mine during the past few years, you will find that these letters don't, and, by their very nature, never can bring the right kind of response. No man likes to feel that he has been "worried" into a purchase. To put it another way, the moment our letters show over-anxiety to make a sale, they begin to lose effect for two reosons: One, over-anxiety makes customers and prospects suspicious. You know how it is in social life. The moment a man shows an obvious anxiety to please us or to do something for us, we begin to wonder just what type of axe he has to grind. This is true, even though his approaches are absolutely sincere. If that is the case when a friend of ours tries to be helpful, how much more are our suspicions aroused when a letter seems anxious to get its way.

I have had hundreds of purchasing agents tell me that the chief

reason they refuse to pay attention to over-anxious letters was that they feel the goods were not what the man had cracked them up to be, or that the price was probably due for a big slump, "or else why was he so eager to put the deal through?" The second reason over-anxious letters are bad is that they show too much interest in the sale and too little in the buyer. It is unusually fine sales strategy to put your proposal before the reader in the best possible light you can, without showing him that you are anxious to have him do what you want. On the contrary, those letter writers who give you the feeling that they really wouldn't have you buy their goods unless the purchase would benefit you, are the ones whose letters are reaping uniform success. A very well-known electrical supply company was eager to have the housewives of a certain city try out an electric iron on a thirty-day return or purchase plan. It sent out this letter to every housewife in one of the largest cities in America:

"Dear Madam:

"We would like to call your attention to the fact that we have just finished working on what we believe to be the very finest electric iron made anywhere. We have brought together in this iron the very best heating elements known to the electrical world. We believe that this iron will save you a lot of work, a lot of worry, a lot of expense, and we are very desirous of having you give this iron a trial in your own home.

"We know it will work in a way that will make you glad you tried it, and we are, therefore, anxious to send you one of these irons so that you can judge it for yourself. We know that once you try the iron you will not care to let it out of your house again. We are making a special low price to take effect for the next sixty days only, and would like very much to have your order, as we are sure that a trial will convince you that we have made the very best possible iron you could purchase.

"Will you please mail us at your earliest convenience the enclosed card, properly signed and addressed? We have enough irons on hand to supply every housewife in this city, and we are particularly anxious to let you place one in your home on trial, because we know what the results will be.

"May we receive the return card from you at once? You understand, of course, that this imposes no obligations upon you.

"Yours very truly,

"_____ CO."

The returns from this letter were so poor that the sales manager of the company was about to give up the campaign idea in despair. It happened, fortunately for him, that he told the story of his campaign to a man that had devoted his life to letter writing, and who understood the effect of letters on the man who received them. This man persuaded the sales manager to try another letter before he gave up.

The second letter practically put the whole campaign over. Unlike the first letter, it showed absolutely no anxiety, but, on the contrary, made the reader feel anxious to comply with the suggestion. The psychology of this letter is well worth our earnest study.

"July 5th, 1918.

"Dear Madam:

"In these miserably hot days, when you have all you can do to save your energy, wouldn't you consider it a blessing if a friend of yours would send something into your home that you could use thirty days free of charge that would save you endless kitchen heat and thousands and thousands of weary steps on ironing day?

"This letter is prepared to do just that thing for you. Enclosed in this envelope you will find a postcard, which is complete except for your name and address. Simply fill those in carefully; drop the postcard, stamped, into the mail box, and within the next three days you will have delivered to your home our Smooth Point Electric Iron. Try it out under the most exacting circumstances right in your own laundry. Notice how many weary steps it will save you; notice the genuine relief it will mean to your work because you can dispense with the almost unbearable heat of the range or gas stove needed when ironing in the ordinary way. If you have a porch, put the ironing board out there, attach the electric iron to the nearest socket, and do all your ironing in the cool, breezy open, away from the oppressive heat of that hot kitchen.

"Try this for four full weeks at our expense. If at the end of that time you feel that you can get along without the iron, simply drop us a note and we will send for it without a bit of argument on our part. On the other hand, if you decide to keep it, just mail us $5.000.

"This is, as you see, one of the most liberal offers ever made to women in this city. No salesman will come to bother you, but right in your own home, with you and you alone as the sole judge, you can test the merits of this labor and energy saver for full 30 days any way you see fit!

"If this appeals to your sense of fairness, if you feel the necessity of saving every bit of time and energy possible these blistering hot days through the use of this Smooth Point Iron, send us the card and we will be mighty glad to do the rest.

"Yours very truly,

"_____ CO."

There is nothing very clever or brilliant about this letter; there are several things in it worthy of thought. In the first place, it is obviously a piece of genuine sincerity. In the second place, it visualizes the woman in the kitchen and instead of showing over-anxiety to sell, shows an interest in helping the housewife make life easier for her. Is it any wonder that this letter brought in replies by the hundreds, telephone calls, and even personal messages from the women who received it?

In the next article we shall discuss the immense importance of the adjustment letter. Many a business has been almost ruined, or pretty near that, because executives did not realize, until the damage had been done, what a potentiality for good or bad lies in the manner in which complaints are handled through the mails.

In the meantime, if this article, with its five concrete rules—that are working successfully in hundreds of big business houses in America—has contributed even one worth-while tool to our correspondence working kit, our time has been very well spent.

* * *

"Grown in Canada"

A recent bulletin issued by the Department of Trade and Commerce prompts the *Toronto Globe* to suggest that "Grown in Canada" should be a slogan of national importance equal to the more familiar "Made in Canada." The bulletin enumerates a list of unmanufactured goods imported from the United States during the year ending March 31, 1921, as follows:

Products.	Value.
Apples (fresh)	$1.528.606
Grapes	858,340
Peaches	442.265
Clover seed	560.247
Timothy seed	814.023
Corn	12.621.410
Tobacco (unmanufactured)	13.083.293
Potatoes (Irish)	1,696.205
Tomatoes (fresh)	550,714
Hay	1.300.892
Fur skins (unmanufactur'd)	4.632.043
Meats	11.428.607
Butter	1.805.709
Oleomargarine	1.206.351
Eggs	2.344.297

A considerable proportion of the products mentioned above are imported during our "off" season, but undoubtedly much of the tobacco, meats, apples, furs and potatoes, for instance, imported into Canada might be grown in this country, for their own requirements.

* * *

The metris system will officially replace the antiquated system of weights and measures in Japan in April, 1922. The Government offices, schools, public institutions and larger factories will introduce the system, and they will be given five years in which to revolutionize completely their present standards of measurement. The public and smaller business houses are allowed twenty years in which to effect the change.

* * *

Comment in the Western Canadian press would indicate that the Young Emergency Tariff is turning the minds of Western cattlemen to the British market. Faced with the loss of Chicago buyers, it may prove profitable to ship cattle to Britain even under regulations demanding slaughter at point of entry. At present, however, there is the widest variance of opinion as to costs, conditions and possible profits involved in trans-Atlantic cattle shipments.

TWELVE TIPS ON ADVERTISING*

Tip No. 3.—Catch The Eye And Arouse Curiosity

Wherein the proposition is propounded that the duty of art in advertising is not to make it artistic but to make it conspicuous.

By Herbert N. Casson

AN advertisement must *make* people see it. It must compel attention. It must be like a town crier—it must first ring a bell before it makes its announcement.

It is a strange fact that people will plod through the dullest *news* in a paper, but they will not plod through a dull advertisement.

They will read uninteresting books. They will sit quite happily and watch a stupid film; but they will not spend an extra moment on a stupid advertisement.

So it is a law of advertising that there must be something at the top of the advertisement to catch the eye. It must be at the *top*, because the eye always reads downwards.

Many a firm puts its own name at the top. It is a common mistake, and a bad one. Such an advertisement is upside down.

There is a certain amount of value in all publicity, but it is quite clear that the name of a firm will not catch anybody's eye.

Very likely four out of five readers will not see such an advertisement at all. Their eyes will slip over it as though it were nothing but white space.

What The Mind Notices

Bear in mind that the eye does not see all that is in front of it. It sees very little. *It only sees what the mind notices.* That is one of the basic facts upon which professional advertising is based.

The man who reads a newspaper is usually blind to one-half of it. The man who walks down the street is blind to most of the shops that he passes.

The public is blind—that is what most advertisers forget. And the art of advertising consists largely in knowing how to make the blind *see*.

Or to put it in another way, the public is *asleep*, and the art of advertising begins with giving the public a shake and waking it up to take notice of your goods.

The eye must be *caught*. How? Either by something that moves or by something beautiful, or by something odd.

An electric light sign, with shifting colors, is 100 per cent. efficient at night, because it *compels* the eye to look.

A poster in colors, especially if it portrays action, compels the eye to take notice.

An advertisement with something unusual at the top, or with something artistic, comic or uncommon, makes itself conspicuous.

Must Flag The Eye

The eye is like a train that must be flagged if you wish it to stop. If you merely go and stand quietly at the station it will thunder right past you.

The eye is attracted by *something new*. It does not see what is in front of it every day. It is drawn irresistibly by anything that is odd.

If I write COOPER at the head of my advertisement no one will notice it; but if I write CooPER, everybody will notice it.

If I pass a horse in the street I will not pay any attention to it; but if I pass a giraffe I will stop and stare and never forget it.

The purpose of an advertisement is to attract the indifferent—to make *new* customers—not to catch fish that are already caught.

TIP No. 4 will appear in the July 15th issue, and the series will be continued in the mid-month issues of "Marketing and BusinessManagement" from that date onward. While not addressed to advertising specialists, but rather to busines men interested in the elements of advertising, these articles are creating considerable comment in professional circles owing to their provocative character.

You may take it as a general rule that most people are not a bit interested in you or your goods.

They care little or nothing about the fact, which is very important to you, that the advertisement cost you $1,000.

If you want to spend $1,000 to print a page of dull platitudes about your own firm, the public is not interested. It merely yawns, turns over the page, and remarks: "One does not get much news for a penny in these days of advertising."

But if your advertisement is different, if it is *new* in some way, the public opens its eyes, reads it, reads it twice, cuts it out, answers it, and buys your goods.

The fact is that there are a few master-motives that move people to action. *Fear, greed, love, power*; these are master-motives; and *curiosity*, too, is one. Curiosity will bring anyone anywhere once. It is one of the most valuable human qualities. It is the cause of invention and exploration and progress.

Once I asked Shackleton why he wanted to reach the South Pole. "Oh," he answered, "just to find out."

For Profit or Pride

If you want to advertise for profit, not merely for pride, you must make your advertisement conspicuous. It must be attractive or it is nothing.

It is much better to make it silly and seen than to make it dignified and invisible. There is very little danger that it will be too queer or too silly; but there is a very great danger that it will be dull and commonplace.

The chief purpose of *art-work* in advertising is to catch the eye. Artists will not agree with this, but every practical sales manager knows it to be true.

An advertisement should not be artistic unless it is intended for artistic people only, of whom there are very few.

Few people have a clever eye for color, and fewer still have a clever eye for form. That is why you must

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seldom allow an artist to have his way in the designing of advertisements.

When an artist works for a salesman he must make his art obedient to salesmanship. How many thousands would have been saved in the last 10 years if this had been acted upon!

How many hundreds of art booklets have been designed and printed for the glory of the artist and the profit of the printer, but which have been the deadliest of failures so far as sales are concerned?

No, art must keep its place when it serves trade and commerce. Its duty is not to make advertising artistic, but to make it *conspicuous.*

Far better, for selling purposes, have *white space* at the top of your advertisement than to have a drawing that appeals only to the artistic.

Advertising, you see, is not easy. If you "dash it off" you might better give your money to a hospital.

There are so many advertisements to-day that only the clever ones are profitable. That is the plain truth of it, and it does not help the advertising profession, in the long run, for an advertiser to lose his money.

On the other hand, if you can learn the difficult art of catching the eye of the public, then your sales problem is solved. You can advertise safely and profitably; you can spend $50,000 and get $250,000 back.

* * *

HOW TO ANALYZE MARKET CONDITIONS: WHAT DATA TO GET AND HOW TO GET IT

This article amounts to an analysis of analyzing; it shows the practical steps to be taken in undertaking a market analysis, the pitfalls to be avoided, and the uses to which the data may be put when gathered.

By R. O. Eastman.

Reprinted by courtesy of The Lewis Bulletins.

IN these days when the merchandising world is turning over in its bed, rubbing its eyes, and preparing to get up and dress itself and sweep off the front steps and the path to the gate, it's a common thing to hear men say as they gather around the conference table:

"Let's analyze this thing."

Or—"Let's analyze this situation."

Or—"Let's analyze this market."

And it is just as common a thing to see them open up the treasured box of Coronas, light up, blow a few rings of smoke, sit back in their chairs, and start in analyzing the thing, the situation or the market right there and then.

The idea is great. The time has come, without a question, for analysis, for straight thinking, and for well-planned action. Orders, those little necessities that tell the story as to whether the buzz of industry is going to keep on buzzing, have gotten out of the habit of tumbling over one another in a frantic effort to get into the factory and get executed. There is still plenty of business, all the lamentations to the contrary notwithstanding, but like the coy and blushing maiden, it requires to be courted ardently and assiduously before it is won.

Salesmen must begin to *sell.* Sales managers must begin to *manage.* Sales organizations must do real *organizing.* And sales activities must be genuinely *active.* And in this new order of things, which after all is only the old and natural order of things re-established, there is no place for the man who can only lament that hell is the place where business has gone.

Real selling, real sales management, and real sales organization all ought to begin with sound analysis. But analysis is not a matter of sitting around a table and arguing about the proposition or thing that is to be analyzed. That's not analysis; it's only discussion. And while discussion may clarify a situation or unravel a problem, it may also lead to further confusion, to unwise or untimely jumped-at conclusions, or may leave the problem just as knotty as it was in the beginning.

Sound analysis demands first of all a definite knowledge of the facts about the thing, the situation or the market that is to be analyzed. These facts frequently cannot be secured without the expenditure of considerable time, effort and money. Usually they are worth the expenditure. It costs less to get the facts first and then analyze, than it does to "analyze" without the facts and find out from experience wherein such "analysis" was in error.

It has been my good fortune in the past four years to have taken part in the investigation and analysis of the markets, the sales activities, and the sales possibilities of no less than a score of the country's leading businesses, in almost as many different merchandising fields. Out of that experience have grown certain definite principles that I am glad to set down here for the assistance of others, together with some general observations that may be of value.

First, with regard to the need for investigation and analysis of markets along organized, systematic lines. Apparently such need is greater as competition grows more active. At least the interest of business men in their markets increases when competitive conditions make themselves

ONLY on rare occasions does "Marketing and Business Management" reprint an article from another publication. When it happens our readers may assure themselves that the reprint is thoroughly warranted, either on account of the timeliness of the matter discussed or the unusually helpful and stimulating manner in which it has been treated. "Marketing" readers will find that Mr. Eastman's article qualifies from both standpoints.

The Young Man and The Globe

You've got to "step lively" to satisfy the young Canadian of the year 1921.

For instance, he won't wait till to-morrow afternoon to read about the ball game played to-day, and in winter time he absolutely insists on reading all about last night's hockey game next morning, bright and early.

It doesn't make any difference whether he saw the game or not. He wants the story.

And he wants the news of sport from everywhere.

The Globe's sport pages are conducted for healthy men and lads —who follow sport for sport's sake.

They are written by sportsmen—men who love and play the game.

Globe sport writers are never interested financially in sport clubs or sporting events. ***There is a refreshing sincerity in what they write.*** Their readers know they do not serve any selfish purpose.

There is one feature of "sport" news The Globe does not print. It will not lend its columns to the hand-book men who ply their illicit trade in Toronto and other Ontario cities and towns. To accomplish this, it is necessary, while reporting Canadian race results, to omit altogether the printing of racing "form charts" and betting odds. The hand-book man is a parasite who has no connection with true sport.

The advertiser who cultivates the impressionable mind of the vigorous, healthy young man who follows the sport page is creating a great asset for himself. Such a young man is a great purchaser to-day, and his purchasing power becomes greater with each to-morrow.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

felt, in much the same way as a man's interest in his wife is quickened when he observes some other man attempting to flirt with her. On the other hand, there is too great a tendency on the part of business to postpone intensive cultivation of their markets, which includes such investigation and analysis, until emergencies arise. No business man would think of postponing the cultivation of his banker until he needed to borrow money, but such is the course that is pursued almost invariably with regard to the cultivation of the market.

Definition of Market

At this point, perhaps I had better set down a definition of what I mean when I refer to the "market." The market I refer to consists of all the people who buy, sell or use the product or service or who have any active part in its consumption, distribution or use.

I have seldom found a man who was willing to contend that he knew as much about his market as he ought to know. As a general rule, of all the things that go to make up a business, the one that the manufacturer knows the least about is his market—how and why his product is bought, sold and used.

Here are some typical questions that might be asked of men in different lines of business. I have asked some of them myself at times in the past, and have never received a satisfactory answer without going out into the market for that answer. The manufacturer did not know, nor did anyone in his organization. He couldn't find the answer in the encyclopædia nor in the census volumes. But the people who constituted his market did know the answer, and were perfectly willing to give it. Here are the questions, only a few samples, to serve as illustrations:

A Few Sample Questions

To an advertiser in any line of business: What proportion of people know your brand, and how does it rank with other brands in the same field? In different sections of the country? In large, medium and small towns? With men and with women?

To a manufacturer of a nationally distributed grocery product: How many packages does the average family consume a year? In large towns? In medium-sized towns, in small towns? In different sections of the country?

If you don't know, how can you intelligently figure per capita consumption without finding out.

To a motor car manufacturer: Why did the people now driving your car buy it in preference to other cars at the same price? What car do they expect to buy next? What do they say about your car when other people ask their opinions?

To a household or office specialty manufacturer: What proportion of the appliances of this character are bought and sold without competition? When your appliance is in competition with your appliance is in competition with others, what proportion of such competitions do you win, and what proportion do you lose to each of your competitors, and why?

To an automotive accessory manufacturer: What proportion of the owners of cars, truck or tractor know whether or not their machines are equipped with your product? If they know they've got it, what is their opinion of it?

To a department store manager: What do the women of your community think of the courtesy and service of your salespeople? How does your store rank in this respect with your competitors?

A Basis for Effort

The foregoing are not trick questions. They are simple questions that an organized investigation and analysis of the market should answer definitely and conclusively. With one exception they are questions that have been definitely answered in one or more of the market investigations I have conducted.

I cite them here only as a preliminary to this question bearing on the need for market investigation. If the answers to such questions as these, and many others of equal significance, can be obtained with reasonable cost and effort, what excuse can a sales manager have for not providing himself with such information as a basis for more intelligently directed sales effort?

Let us assume, then, that we have sufficiently established the need for an investigation of the market and are about to undertake one. A word of caution right here. Unless you are going to do this job thoroughly, don't do it at all. Your investigation will be worthless unless you can be guided by the results. That's obvious. But suppose the results run counter to your own past experience and the traditions of your business, and directly contradict certain things that you have believed implicity up to this time? Which will you follow—your own convictions or the results of your investigation? If you are planning an investigation that you will be guided by even in the face of your own convictions, it is a pretty serious undertaking, isn't it? You can't afford to go wrong. Plainly, then, this investigation must be planned with exceeding care.

Danger of Misinformation

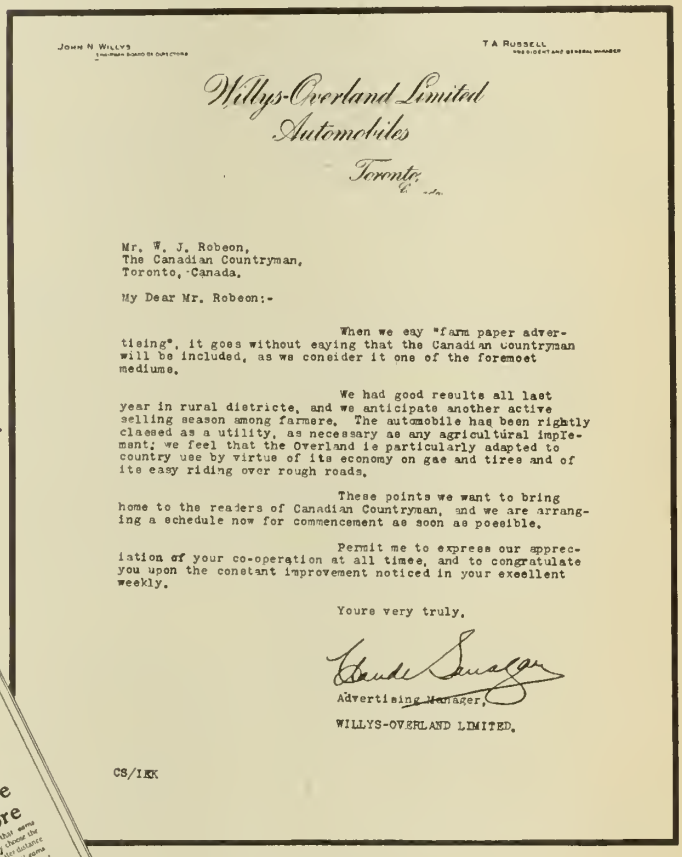
No step is more important in the investigation and analysis of a market than the first step of planning the survey and determining its scope and purpose. A haphazard carelessly-organized and hastily-conducted investigation of a market cannot be too severely condemned. Misinformation is much more dangerous than a mere lack of information. I do not mean to say that the investigation of a market must be elaborate or tedius. The scope and character of the survey depend upon the object to be served. There are times when a quick investigation to get the answer to a pressing question is the thing that is needed, but even on such occasions the work should be none the less thorough because it is done quickly.

The first step in any such investigation is to determine the objectives. Set down definitely just what it is that you want to find out. Study these objectives carefully, even before attempting to frame a questionnaire. Be sure you have determined definitely and comprehensively just what it is you need to know. Next, organize your questionnaire or questionnaires. From whom are you going to get this information—dealers, jobbers, brokers, agents, experts, consumers? If industrial consumers, who are the people within the organizations from whom you must get the answers to your questions? All these points must be considered. Bear in mind that to secure a thorough analysis of your market you must first get a cross-section of that market. It doesn't matter so much how thin that cross-section is; the important thing is that it must be accurate. You must get to enough people of enough different kinds in enough different communities to properly represent your whole market, or that part of your market you want to analyze. This corresponds to gathering samples. If you get enough different samples in enough different

"It Goes Without Saying That *Canadian Countryman* will be Included."

Willys-Overland Company

Overland
Features That Specifications Fail to Describe
FARMERS want facts. It is a fact that farmers all over Canada apply to the remarkable comfort, economy and sturdiness of the Overland
It is a fact that the car has demonstrated its stamina to farmers in every province—its capacity to stand all kinds of punishment without damage
It is a fact that farmers everywhere are finding that the Overland handles and turns easily, and that it costs little to own and operate
WILLYS-OVERLAND LIMITED



John N. Willys — T. A. Russell

Willys-Overland Limited
Automobiles
Toronto, Canada

Mr. W. J. Robeon,
The Canadian Countryman,
Toronto, Canada.

My Dear Mr. Robeon:-

When we say "farm paper advertising", it goes without saying that the Canadian Countryman will be included, as we consider it one of the foremost mediums.

We had good results all last year in rural districts, and we anticipate another active selling season among farmers. The automobile has been rightly classed as a utility, as necessary as any agricultural implement; we feel that the Overland is particularly adapted to country use by virtue of its economy on gas and tires and of its easy riding over rough roads.

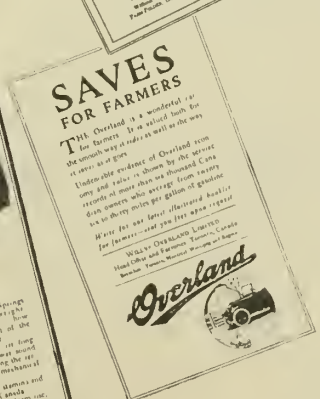
These points we want to bring home to the readers of Canadian Countryman, and we are arranging a schedule now for commencement as soon as possible.

Permit me to express our appreciation of your co-operation at all times, and to congratulate you upon the constant improvement noticed in your excellent weekly.

Yours very truly,

Advertising Manager,
WILLYS-OVERLAND LIMITED.

CS/IEK



places you can analyze the whole mass, and your conclusions cannot go very far wrong. They may not be as accurate as the analysis of your city chemist makes of the water supply, but that is scarcely necessary. They will at least be infinitely more trustworthy than bare judgment or "hunches."

In planning the questionnaire or questionnaires, as the case may be, I have always found it important to distinguish very carefully between fact and opinion. There are times when what is wanted is the consumers' opinion, as, for example ,an opinion of quality, workmanship, style or serviceability. But as a rule a group of facts is a much safer basis for conclusions than a group of opinions.

Be Specific

To illustrate, it is one thing to ask a thousand men what kind of an automobile they would like to buy, within their means, what body style, what appointment and equipment, etc., and it is another thing to find out from a thousand men just what they did buy, why they bought the particular car they actually purchased in preference to others, what others they actually considered, who helped to effect the final choice, etc. In the first instance you have nothing but opinion; in the second, you have the result of actual experience. The difference is as great as that which frequently occurs between a projected sales plan and the actual results.

Questions should be carefully framed so as to avoid any possibility of ambiguity or misrepresentation.

A question frequently asked me is with regard to the relative effectiveness of securing such information through personal investigators or reporters or by mail, or through salesmen or other direct representatives of the manufacturer. There are merits to each of these methods. The mail survey has the advantage of cheapness and of the possibility of covering a wide territory in a short space of time. Also the mail can reach points that would be very difficult of access to the personal reporter, such as farmers and apartment-house dwellers. The principal objection is that responses to a mail questionnaire are necessarily brief, and the group of questions must be too limited to admit of any comprehensive report. On most propositions, I would rather have 200 reports from trained personal reporters covering the whole subject than ten thousand mail reports covering only a part of it.

The use of salesmen is frequently subject to the disadvantage of preconceived opinions or prejudices on the part of the men doing the work, and if one thing is more desirable than another in the conduct of this work it is freedom from all prejudice. One of the chief objects of a market survey should be to determine the weakness of the product, of the selling policy or the selling activities, as an index to the opportunities for improvement and progress. Freedom from prejudice on the part of those to whom this task is entrusted is vitally necessary in order to accomplish this important object.

Some concerns specializing in market investigation employ so-called resident representatives. This affords an opportunity to get interviews quickly from a great many different points, but again the reports so received cannot be as comprehensive or complete as those of men who are specifically schooled for the individual job and who have no other interests than that of securing the information required.

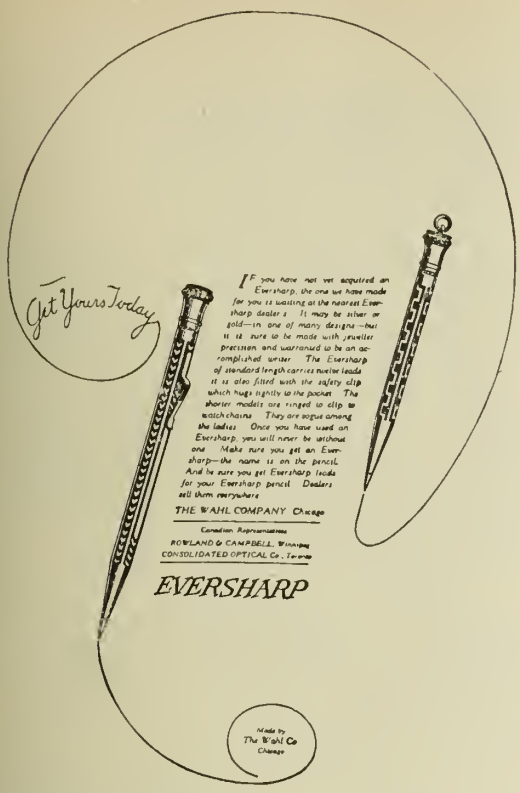
Holding The Attention

I have always found it best to have the men employed to do the field work in such surveys, conduct their interviews with dealers or consumers with the printed questionnaire form before them. This gives the impression that they are making a business of the interview, and not merely making a social call. The right kind of a man can always, or almost always, get and hold the attention of his prospects. To do this, he must, of course, be something of a salesman; he must sell the dealer or consumer on the idea of co-operating with him in the study of the proposition in which he is interested. The greater the interest on the part of the individual to be interviewed, the less the resistance that the reporter has to overcome. A golfer will stop in the midst of his business to talk to a man about golf balls or clubs. A motorist will usually have plenty of time to tell all about his automobile or tire experiences, and there is little danger of the questionnaire being too long. With dealers, the more intelligent the class to be interviewed, the less trouble the reporter has. The dealer is readily convinced that such an interview catechizing him on the various angles of his own business out of which he makes his bread and butter, will be of as much value to him as to the reporter.

There are no very great problems about gathering the facts. It is about the same sort of job as selling merchandise. Organize your plan; get good men; train them carefully; supervise them thoroughly; and go to it. That's about all there is to the proposition—and that's enough.

Analyzing The Results

So after having planned the survey and secured the testimony of dealers or consumers by any of the methods suggested above, we come to the final job of analysis, and in many respects this is the most important job of all. Apparently there is a good deal to be done before we get to a point where we can consistently say, "Let's analyze." But with the reports from the field before us, the next real job is that of analyzing the results. The individual reports from dealers, consumers and others who have been interviewed are interesting, and their comments may throw valuable sidelights upon your merchandising proposition. Indeed, these comments may afford a fertile source of good advertising "copy," but in a broader sense these reports, until they have been analyzed, are meaningless. The investigation was not conducted to secure only individual opinions and experiences. The significant thing now is the composite picture which these reports provide. That means tabulations and the reducing of facts to averages and percentages. I shall not stop to discuss the methods to be applied in this work. The fundamentals are well covered in any good work on "Statistics." There are certain important statistical pitfalls to be avoided. An important merchandising error may come about as a result of a misapplication or misinterpretation of statistics. It is well for any business man who has to do with figures, for example, to recognize that there are different kinds of averages, mainly three, that have entirely different significance, and to know what kind of an average he is talking about when he talks averages. It is not at all trite to say that the average business man who may talk about averages a dozen times a day, doesn't really know what an average is. It would pay any such business man to spend an hour or two reading


Get Yours Today
IF you have not yet acquired an Eversharp, the one we have made for you is waiting at the nearest Eversharp dealer's. It may be silver or gold—in one of many designs—but it is sure to be made with jeweller precision and warranted to be an accomplished writer. The Eversharp of standard length carries twelve leads it is also fitted with the safety clip which hugs tightly to the pocket. The shorter models are ringed to clip to watch chains. They are vogue among the ladies. Once you have used an Eversharp, you will never be without one. Make sure you get an Eversharp—the name is on the pencil. And be sure you get Eversharp leads for your Eversharp pencil. Dealers sell them everywhere.
THE WAHL COMPANY Chicago
Canadian Representatives
ROWLAND & CAMPBELL, Winnipeg
CONSOLIDATED OPTICAL Co., Toronto
EVERSHARP
Made by The Wahl Co Chicago

Reduced from large size

Proofsheet No. 25

THE EFFECTIVE USE OF WHITE SPACE

The ingenuity of design which characterizes Eversharp advertising is the subject of considerable comment. Limitations do not exist for the original and forceful mind. Black and white has no terrors for the advertising artist who realises the full value of white space, effectively used.

The Eversharp advertisement reproduced here from the London Free Press is an excellent example of this ingenious treatment. Such effective advertising in a high-powered medium like the London Free Press creates an unforgettable impression.

The Wahl Company of Chicago, through its Canadian Agents, is using The London Free Press as the backbone of its campaign in London and Western Ontario.

The London and Western Ontario territory offers a prosperous and responsive market to the national advertiser. The representatives listed below or any advertising agency will furnish advertisers with detailed information regarding this territory and the dominating influence of THE LONDON FREE PRESS.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy. - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	311 Fifth Ave.
GREAT BRITAIN -	Robt Houston -	1 Arundel St., W.C. 2. London

Prof. Secrist's "*Statistics in Business.*"

It is in this analysis of the information that we have obtained from the field that it is necessary for us to remember that what we refer to as "the market" for our product is, after all, a conglomeration of markets, each of which demands separate analysis. Suppose the product to be women's ready-to-wear. There are the different territorial markets. There are large town, small town, medium-sized town and rural markets. Make as many more subdivisions as you please. There are different markets according to the build of the women who wear such garments — a stout ladies' market, a medium-sized build market, and a slender-build market. The markets with married and unmarried women will be found entirely different in their characteristics. The market is again divided according to the elderly, middle aged, and young buyers. There are credit customers and cash customers. And in the same way many other significant groupings can be developed.

The Danger of Ignorance

And here is another important thing that must be recognized, not only in the analysis, but in the planning of the survey as well. It is not enough to measure the extent of knowledge on the part of your market regarding your product; it is just as important to measure the degree of ignoranee. And misinformation is just as important to consider as correct information, assuming that the consumer and dealer are acting in good faith, as they usually do if the survey is properly conducted.

Tabulation of the facts, cross-analysis of these facts according to the different market groupings, and the striking of general averages and percentages is, however, only one step in this final analysis. The last and most important step is the interpretation and application of the results. What do these facts mean? How do they answer the original questions set down as your objectives? What course of action do they point out? That, after all, is the real purpose of the entire effort.

Someone has said that any economic proposition, and that applies equally as well to any market investigation, can be divided into these parts: What is it; why is it; what of it; what are you going to do about it? By far the most important division is the last. Some millions of dollars have doubtless been spent by American businesses on investigations of one kind and another, without ever reaching the "what of it" stage, to say nothing of answering the question, "what are you going to do about it?"

Which leads me to the observation that this business of investigating and analyzing markets is part of the merchandising job and ought, therefore, to be done by merchandising men. I would rather see a market investigation conducted by a man who knew markets and marketing methods, and who was a little shy on statistics, than by an able statistician who lacked a fundamental knowledge of and experience with markets and marketing requirements. It is easy enough for a hard-headed merchandising man to get off on a tangent in these investigations and go chasing down some statistical alley after certain elusive facts which have no practical significance after he has hog-tied them and dragged them out in the open. Even a man with sound selling experience must conduct such a study with the question always before him, "Will the information help to sell more goods?"

If this is his motto, and his study is well planned, carefully organized and conducted with thoughtful thoroughness, more effective sales are bound to result.

* * *

Toronto Printers Declare for 'Open Shops'

Very few printing concerns have acceded to the demands of the Typographical Union which resulted in a strike of two thousand printers, pressmen and bookbinders, in about 100 Toronto printing offices beginning June 1st. The Toronto Typothetae has taken a firm stand, in the belief that printing prices should not be forced to higher levels, and on June 7th published an announcement declaring the decision of its members to maintain "open shops." They propose to operate on the basis of the 48-hour week with a slight increase over the scale which preceded the strike.

One or two master printers conceded the 44 hour week before the strike was called, but the only deflections since have been caused through competitive firms, operating on the 44-hour plan, taking the customers of closed plants and forcing these plants to commence operations in order to hold their business. On June 8th the Ontario Press was forced to concede the 44-hour week because of the competition of the Industrial and Educational Press, Ltd. The latter company is not a member of the Typothetae , but is said to have signed the agreement to resist union demands. Within 48 hours after the strike had been called, however, the company met these demands and was able to secure the printing of a journal published by the Ontario Press, and had prospects of securing other work. In self-defence the Ontario Press had to come to terms with the strikers. Legal advice is being sought by the Typothetae as to the possibility of taking action against the Industrial and Educational Press, Ltd., for breaking its agreement and accepting work that rightly belonged to another party of the agreement.

Somewhat similar circumstances caused the Southam Press to make a tentative agreement with its pressmen to return to work at $42 for a 44-hour week, subject to refund of the portion over and above the ultimate settlement in the wage dispute. This company prints the Robt. Smipson Company's catalogue and owing to the competition of the T. Eaton Company, who conceded the 44-hour week to its printers and is now engaged in printing its catalogue, the Southam Press was forced to make an arrangement with its pressment in order to print the Simpson catalogue. It is reported that the Southam Press will not undertake any other work.

Some of the very small shops have come to terms with the union; but on the whole the members of the Typothetae are staying with their agreement to resist the 44-hour week, and many of them are operating with depleted staffs on the "open shop" basis. The report of the number at work in the shops of Typothetae members on June 8th is as follows:

	June 1	June 8
Compositors	61	103
Pressmen	138	162
Bookbinders	222	246

These figures indicate that new men are being secured, as well as some from the strikers' ranks, and that progress toward normal activities is being made.

Three of the large printers intend opening schools to train operators and pressmen, and it has been decided to use female labor in some composing rooms, where women will be trained until they become skilled operators.

* * *

Winnipeg was the only city in Canada to show an increase in bank clearings during May. The total clearings for that city were $217,535,851.00, which is an increase of 2.8 per cent. over those of May, 1920. Clearings for the whole of Canada showed a decrease of 9.8 per cent.

Enlisting Retailer Co-operation in Western Canada

The Guide's Dealer Service Bulletin—To Whom it Goes — How Manufacturers Can Use it.

THE Dealer Service Bulletin is the silent salesman which The Guide employs in behalf of its national advertisers to call each month on the retail merchants and small town publishers of Western Canada.

The purpose of this bulletin is to secure a greater and keener appreciation for standardized advertised lines—and an active working sales distribution system for them.

From its inception—five years since—its whole editorial structure has been moulded to educate Western Canada's retailers to a higher standard of merchandising by their hooking-up to nationally advertised lines.

The cumulative effect of The Dealer Service Bulletin has actually induced these merchants to incorporate standardized lines in their local advertising. The Guide furnishes a free cut-service to local merchants for this purpose.

Approximately 125,000 lines of additional space, covering every line of merchandise, has been secured in this manner since last June for Guide advertisers. And the retailers have paid for this "tie-up" advertising.

The Guide's retailer service covers over 300 towns in Manitoba, Saskatchewan and Alberta —every town in these three provinces where there is a local weekly paper published.

The Dealer Service Bulletin regularly features Dealer Electros of Guide advertisers suitable for reproduction in country papers—a live merchandising story—sales helps for the retailer—short news items on current advertised lines—a listing of advertisers who advertised in the Guide in the month previous and the product advertised—a chat with the country publisher, etc., etc.

In addition to country publishers, its circulation embraces the following classes of distribution : general stores—grocery—hardware—lumber and supplies—dry goods—boots and shoes—drugs—jewelry—autos and accessories —and farm machinery and equipment.

If you are seeking or have distribution for your goods in Western Canada

The Grain Growers' Guide

And Its Auxiliary Services

will help you to establish a more active merchandising system. It has the effect of securing greater dealer enthusiasm—earnest co-operation—live representation and a possible greater distribution for your goods

The Guide's Dealer Service is free to its national advertisers. The advertiser is requested only to supply the cuts promoted through this service, and The Guide furnishes the advertiser with the bona fides by sending the name and address of the merchant or publisher requesting them.

It is the only service of its kind in the farm field of Western Canada and The Guide's national advertisers are securing excellent results.

The Guide's circulation exceeds 82,000 paid subscribers weekly—the largest in the field. Its rate is the lowest among papers of its class.

Permit us to demonstrate the combined effectiveness of these two methods

Why don't you advertise in The Guide and employ this silent salesman too?

Women's Numbers

Remember The Household Magazine Number is published this coming issue of each month. If your product relates to the home your schedule may well include these regular monthly issues.

Address nearest office

Head Office : WINNIPEG, MAN.

Toronto, Ont., 53 Yonge St.

Montreal, Que., Gardenvale P.O.

Moncton, New Brunswick

New York, N.Y., 1478 Broadway

Members A.B.C.

Published Every Wednesday

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher

53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

BERTRAM R. BROOKER, Business Manager

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 12 JUNE 15th, 1921

The Return of Normal

Since the armistice we have all been looking for a return of conditions to *normal*. No two of us have meant the same thing when we used that overworked term. Most of us have forgotten what normal conditions were like, and wouldn't recognize them if they dawned to-morrow morning.

What *does* the average business man mean when he talks of a return to normal? Isn't it true that he loosely considers 1919 and 1920 *normal* years? Isn't it true, at any rate, that he is looking for as much business as he got in 1919 or 1920, and regards conditions as below normal because he is not getting it.

And yet no two years in commercial history were less normal than those two. It may be argued that conditions have not been "normal" since 1914; in fact, one might go even farther back. In the latter part of 1913 and early 1914 we were finding it necessary to apply extra pressure to get sales. So we get back to 1912 as the last "normal" year—and doubtless there are those who will not agree that it was normal.

But let any sales manager compare his figures for the first five months of 1921 with those for the same period in 1912—even making allowance for price differences—and we believe he will find little occasion for calamity howling.

Let him further compare present selling efforts and selling efficiency with the standards of 1912, and he may discover that his volume of sales to-day, in proportion to selling effort, is greater than it was nine years ago.

The truth probably is that we have come to regard the necessity for getting after business vigorously as an abnormal condition—and now that we are settling down to actually normal conditions of active competition we have been slow to recognize what these conditions call for on our part.

During the last few years times have been *soft* If they are stiffening up a bit, if our selling efforts have been meeting with unaccustomed resistance, it is a time for us to become something more than order-takers and order-handlers.

Business is getting back to normal in the sense that the *soft* era has passed. In former years, when we met with sales resistance, we found ways to overcome it. We are again up against the same old problems, with business not so easy to get, and though we may not like it, sitting back and waiting for "times" to get better is no way to meet the situation. Volume of sales once more requires the expenditure of much hard selling and advertising effort.

The most unsatisfactory feature of present conditions is the fact that so many firms appear to ignore these obvious generalities. There is a disposition in too many quarters to "wait" for a revival of business with an attitude of "what's the use of getting after business that isn't to be had."

Such management is likely to do some tall waiting before any improvement is noticeable. Meantime, more and more sales executives are finding that business is to be secured by those who go after it.

It cannot be argued that the buying power of the public is grievously affected when we find sporting events like the races and ball games more largely attended that in any previous year, or when one gets in any of the processions of automobiles on any of the main-travelled highways, or when so many retailers have been able to unload their stocks with only moderate reductions in prices.

The public may not be buying as freely as in recent years, but it is buying nevertheless and in good volume, if a few lines subject to unusual circumstances may be excepted. The ability to buy, and the disposition to respond, is soon uncovered when eagerness to do business is shown.

Things are about as normal now as we are likely to find them until we begin to do the things which the situation requires. And certainly one of the main requirements is *more* power on the selling end.

The Editor and Publisher of

Marketing
and Business Management

is pleased to announce the appointment of

WILLIAM G. COLGATE
as Associate Editor

effective June 15th, 1921

Mr. Colgate's occasional contributions to "MARKETING'S" columns have been very favourably received. These and other articles contributed to "System," "Printer's Ink," and various advertising journals have gained for him a growing reputation as a writer on business subjects. Mr. Colgate has been prominently identified with advertising circles in Toronto for ten years; the last four years with the Norris Patterson Agency.

A. of C.A. HOLDS SUCCESSFUL MEETING

Representative attendance at spirited three-day conference of Canadian national advertisers. Montreal Publicity Association joined forces at noon-day luncheon to hear outstanding address of G. W. Hopkins

One of the hardest things to get on paper is the spirit that animates a number of men assembled in convention. The bare wording of resolutions gives no indication of the discussion which leads up to their formulation; and a speech in cold type reflects little of the personal magnetism of the man who delivers it. Particularly is this true of a speaker like G. W. Hopkins, whose address at the joint luncheon of the Association of Canadian Advertisers and the Montreal Publicity Association during the semi-annual convention of the former body, was of an order rarely listened to by Canadian business men.

Mr. Hopkins started right out after the scalps of any pessimists among his listeners. "Too many of us," he said at the outset, "are playing the business game at present the way most golfers play their game. When it comes to the water hazard these fellows edge over to the caddy and dig the oldest ball they have out of the bag, tee it up, swing at it, and then wonder it doesn't go over. When I come to a water hazard I tear the cover off a brand new ball, tee it up, swing at it, and nine times out of ten it goes over. The fellow who takes an old ball at the water hazard is **thinking** he's going to lose it; and 'as a man thinks, so is he.' If you think you're going to lose, you'll lose."

SIMPLE OBSERVATION

Mr. Hopkins is general sales manager of the Columbia Graphophone Company, and in the course of his address he instanced one method his company is employing to boost sales in spite of so-called bad times. "Most fellows," he said, "seem to think that sales plans are the product of deep thought, psychological analysis, and a lot of high-sounding buncombe of that sort. As a matter of fact, some of the most successful sales lessons can be learned from simple observation of quite ordinary people.

"Have any of you fellows ever watched an Italian fruit vendor? Next time you see one go up and ask him the price of half a dozen bananas. Do you suppose he'll tell you? He will not. He'll grab half a dozen bananas with one hand, and he'll grab a bag with the other. He'll stuff the bananas into the bag and thrust them into your hand. When they're safely in your hand he'll say: 'Twenty cents.'

"We thought that was pretty good salesmanship. We told all the retail salesmen who handle our records about it, and here's what will happen to you if you go into a store and ask the price of one of our records. The minute you make an enquiry about one of our records—'My Mammy,' for instance—the salesman will stick it into an envelope, give the string a twist, and then he'll pick up another record, and say to you: 'Here's the latest dance record. Everybody's crazy about it. Will you step into this room and hear it?' And most of the time he gets away with two sales instead of one. The idea is that when you come in and ask about 'My Mammy' that record is sold. No use bothering about that. Sell him something else.

"Sales are often doubled by simple little expedients like that. The difference between bad and good salesmanship is sometimes so close as to depend upon one word placed in the wrong or the right place. For instance a woman once went into a shoe store and the clerk, in fitting on a pair of boots, remarked: 'Do you know, madam, that one of your feet is bigger than the ether.' The woman got huffed and went out without buying. In the next shoe store she met a real salesman. He noticed the peculiarity, too, and observed: 'Are you aware, madam, that one of your feet is **smaller** than the other?'

"There are good salesmen and there are bad salesmen," Mr. Hopkins continued, "but very few sales managers here will admit that when a salesman falls down 75 per cent. of the fault is yours. You selected the man; you gave him the product to sell; and you supplied him with his sales arguments. The salesman falls down for one of three reasons. First, the product may be no good. That's your fault, not his. Second, his sales arguments may be all wrong. That's your fault. You should furnish him with good ones. Third, the salesman may be incapable or lazy. And even part of that is your fault; for you hired him, and you should know enough not to hire incapables or loafers. Think that over, and the next time you hire a man, remember that if he fails you are going to be responsible for three-fourths of his failure."

These are some of the high lights of an address which rang with optimism and courage and served to inspirit the whole occasion.

OTHER SPEAKERS

Other speakers at the first day's session were H. S. Van Scoyoc, whose remarks were built around the convention slogan, "Better Advertising—Bigger Business"; Roy Weaver, secretary of the Shoe Manufacturers' Association; Joseph A. Mitchell, of the Associated Engravers of Canada; G. I. Drummond of the Hooven Automatic Typewriter Co. and Wm. Redpath, of the Pathescope Company.

A complete change from the business-like nature of the morning and afternoon sessions was afforded the visitors through the efforts of the Montreal Publicity Association, who staged a program at the evening smoking concert which kept the party in a state of constant hilarity from beginning to end.

B. H. Bramble, president of the association, opened the Friday morning proceedings with an address outlining the work accomplished since the inception of the organization in 1914. Stanley Clague, managing director of the Audit Bureau of Circulations, spoke of the proper appreciation of advertising mediums which had been assisted by A.B.C. reports, and complimented Canada on having a higher proportion of publications subject to A.B.C. audit than is the case in the United States.

Other speakers on Friday were John Frazer, of Lewis Bros., Ltd., who spoke on "Advertising that the jobber finds most effective"; L. R. Greene, sales manager of Tuckett's, Ltd., who led a round-table discussion on "Sales"; Robt. E. Ramsay, of the American Writing Paper Co., who delivered an address on "Business Building," illustrated with a number of graphic charts, and Louis Balsam, secretary of the Direct Mail Advertising Association, whose address kept to the lines dealt with in the first article of his series in MARKETING.

AGENCY COMMISSIONS

The question of agency commissions was briefly discussed, but no resolution was formulated owing to the fact that replies had not been received from the Canadian National Newspapers and Periodicals Association, or the Canadian Weekly Newspapers Association, to the A. C. A. request for a statement of policy. Both these associations have their annual meetings scheduled in the near future, when the matter will be brought up, and upon receipt of their findings the A. C. A. will probably take some action.

The visitors became the guests of the Harbor Commission on Saturday morning, and were entertained on board the yacht Sir Hugh Allan, which took them for a trip around the harbor and out into the St. Lawrence. A sight-seeing automobile trip followed, and the convention closed with a dinner at the Claridge.

Advertisers who are not members of the association will probably get little idea of what they missed from this report of the convention's activities; but it is safe to assume that many would seek membership in the Association of Canadian Advertisers if they were aware of what this spirited organization is doing to raise the standard of sales and advertising tactics in this country.

* * *

A conference of the branch managers of the McConnell & Ferguson agency was held in Toronto on Monday, June 6th.

Getting Full Value for Your Money

IN spite of the fact that The Farmers' Sun has the greatest circulation in Ontario of any farm paper, our advertising rates are the lowest.

The manufacturer who brings his announcement to the notice of the Dominion's richest farming community through the official organ of the U.F.O. does so at the lowest line rate per thousand of any farm paper in the Province.

VALUE

"Our readers know that they may place the utmost confidence in our advertisers. No immoral, deceptive or swindling advertising is accepted at any price. This means protection to our readers and greater value to advertisers. If you have the right article to offer The Sun is the right medium, to bring it before the right public. Use The Farmers' Sun and cover Ontario's rich farming community."

The Farmers's Sun, the official newspaper of the United Farmers' of Ontario. occupies a unique and commanding position. It carries an influence far in excess of actual circulation.

Year in and year out our readers stand by The Sun and each issue of their chosen paper is looked forward to and eagerly read.

Market reports and editorials are studied and appreciated and The Sun's advertising columns command respect.

Advertisers continue to use The Farmers' Sun from year to year, KNOWING that The Sun makes good.

After all, results are the final test, and The Farmers' Sun gives results.

40,000 A.B.C. Circulation

Ask Any Agency's Advice

The Farmers' Sun

299 Queen Street West

TORONTO

Member A.B.C.

U.S. Advertisers Want Agency Commissions Abolished

At the recent Atlantic City meeting of the Association of National Advertisers the Agency Committee brought in a strong resolution which has been printed in leaflet form and is being widely circulated among United States advertisers. The resolution handles the matter of agency commissions without gloves and indicates a thorough determination on the part of the A.N.A. to abolish agency commissions.

Ten years ago the A.N.A. definitely took the position that the Service Free basis of agency remuneration should supplant the publishers' commission method, over which the advertiser had no control. From time to time since then, the Association has re-stated its attitude, and has also riterated that the primary and essential object aimed at was greater and improved and unbiased service from the advertising agencies.

The resolution passed at Atlantic City on May 14th merely crystallizes this attitude. It reads in part:

OBSOLETE AND ILLOGICAL

"The A. N. A. contends that the commission system is obsolete, illogical and opposed to modern standards of business conduct. The system grew out of relations between the agency and the publisher, and, as between the agency and the advertiser, was never more than an expedient. The only excuse for such an expedient was in the crude and pioneer conditions under which the advertising factor developed. The publisher to-day acknowledges that it is the advertiser who actually remunerates the agency. Yet the contracts entered into between some publications and the agencies make it impossible for the advertiser to say how his money shall be spent in compensating agencies.

"The present system is unjust to advertiser, to agency and to publisher; unjust to the advertiser in that the publisher determines the compensation that the men employed by the advertiser should receive; unjust to the agency whose service is of so high a character that it should not be measured by a set commission, the total of which is determined only by fluctuating advertising appropriations; unjust to the publisher in that it encourages the continuation of an attitude toward advertising that renders the publisher's advertising revenue unstable.

ULTIMATE BENEFIT TO ALL

"The distrust and dissatisfaction aroused by the present system retards advertising development more than it can be accelerated by an equivocal statement that agency service costs the advertiser nothing.

"The abolition of publishers' commissions to advertising agencies would ultimately benefit all worthy publishers, agencies and advertisers; it could injure only those agencies whose services are not valuable enough to command a price, and publications whose space will not sell on its merits.

"We realize that there are some practical difficulties to overcome in meeting our wishes, but they are not insurmountable, while the present situation is intolerable to advertisers. We, therefore, call on all publishers to discontinue paying commissions to advertising agencies, and we particularly urge publishers having contracts with agencies limiting the agency's freedom in dealing with clients to cease making such agreements."

Those agents and publishers in Canada who profess to believe that a few advertisers in this country, aided by the influence of MARKETING, are stirring up unwarranted disaffection between agencies, advertisers and publishers, will no doubt be interested in this clear-cut expression of the views of an association whose members spend $120,000,000 annually in national advertising.

It should be noted, too, that the course of action urged by the A. N. A. differs entirely from the remedial measures suggested by MARKETING, which has never advocated the abolition of commissions, but has urged that regulation of commissions would prevent ideas such as those expressed in the above resolution from gaining headway.

* * *

The annual convention of the Canadian Manufacturers' Association opened at the Chateau Frontenac, Quebec, on June 7th. One of the outstanding features of the occasion was the debate on the need of industrial research in Canada, which ended with the passing of a resolution urging the Dominion Government to appropriate $150,000 for this purpose. The meeting marked the Association's golden jubilee.

* * *

Imrie Goes to Edmonton

John M. Imrie, former manager of the Canadian Daily Newspapers Association, has been appointed managing director of The Edmonton Journal, which has been without a nominal head since the demise of M. R. Jennings last February. Charles R. Morrison, managing editor, and Arthur Yockney, business manager, have been elected to the board of directors.

Mr. Imrie will take over his duties on The Journal on July 1st. He has recently been a member of the head office staff of William Southam Sons, Ltd., doing executive work in connection with various newspapers in which that company is interested.

* * *

R. Sykes Muller has secured the account of the Canadian Toledo Scale Company, Windsor.

* * *

A conference of the managers of McKim's branch offices was held at the new A. McKim headquarters during the first week of June at Montreal.

The "Sobs" of This Crying Child Have Failed to Wake Him Up!

The child, one of hundreds of healthy Canadian children, was crawling around the floor

SLEEPING ON THE JOB!

Products not advertised in Southern Saskatchewan that should be

No. 3. Floor Coverings

"BEGINNING TO FEEL ITS FEET, AS IT WERE," before taking a chance on standing up, when a "SPLINTER" from the floor entered its hand. Such mishaps, which occasionally lead to blood-poisoning, are common in many homes throughout the country, where the rough wooden floors have been left uncovered, and there are 80,000 homes with wooden floors in Southern Saskatchewan.

MANUFACTURERS OF FLOOR COVERINGS

such as LINOLEUMS, CONGOLEUMS AND RUGS, should not overlook the fact, that there's a human side to the story of selling floor coverings, apart from durability, beauty, warmth, etc., and "human interest" advertising appeals to the women readers of Southern Saskatchewan's dominant dailies.

There's a space for sale to a manufacturer of floor coverings at 9c per agate line, in

The Morning Leader and
The Regina Daily Post Regina, Sask.

(Evening)

Ask Any Recognized Advertising Agency for Rates, etc., or

Toronto Representative	Chicago Representative	New York Representative	Montreal Representative
E. J. GUY,	HENRY DE CLERQUE,	L. KLEBAHN	E. L. McARTHUR
302 Royal Bank Bldg.	Mallers Bldg.	34th Street	224 St. James St.

The
United Farmers' Guide

Leads in the Maritime Farm Paper Field in the two essentials required by the advertiser.

(1) *Quantity of circulation — based on the A.B.C. Audit.*

(2) *Quality of circulation — based on reader ownership.*

And the fact that these are recognized by advertisers is proven by the fact that it leads in the volume of advertising carried.

The
United Farmers' Guide

Published on the 1st and 15th of each month

Editorial and Business Offices
MONCTON, N.B.
Printed at GARDENVALE, QUE.

Branch Offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg
1478 Broadway, New York
MEMBERS OF A.B.C.

"In the Land of Evangeline"

Engravers' Proposal To Stop Discounts Is Resented.

A great deal of resentment has been stirred up among agencies and publishers by the announcement that engravers had made up their minds to discontinue discounts. It was stated in the last issue of MARKETING that this decision had definitely been announced in Montreal, but that in Toronto the salesmen of the various engraving concerns were spreading the news by word of mouth prior to the issuance of a statement which, it is understood, was to have made the ruling effective on the 1st of July.

Within the last few days, however, the men instructed to surreptitiously inform the agents of what was coming have been told to keep their months shut, and the supposition is that so much opposition has been aroused that the engravers are getting cold feet.

That a strong feeling of opposition has been stirred up already is evident from the remarks of agents who have been discussing the matter of late. They point out that the agents act in the capacity of salesmen for the engravers, and handle from one central point the orders for art work and cuts for a number of large advertisers. This unquestionably reduces the selling expense of the engraving houses, which would immediately soar if the agents forced the engravers to handle each account separately.

WILL NOT LAST LONG

Some agents threaten to do this if the decision is made effective, and they believe that things can be made so uncomfortable for the employing engravers under such a system that it will not last very long.

"They will soon get tired of chasing to and fro with drawings and layouts and proofs to factories situated miles from the heart of the city," observed one agent. "And they will find in many cases they will have to deal with men who believe art work and cuts are an unnecessarily expensive adjunct of advertising, easily dispensed with. Many of them, perhaps, have not realized that the advertising agent has created a great deal of business for them, and, owing to his disinterested position has been able to persuade the advertiser that art and engravings have a value in advertising proportionate to their cost."

The same is largely true of the publishers' relations with engravers. Many of them prepare copy for their advertisements and undertake the preparation of art work and the making of cuts, and quite naturally they believe the discount is coming to them for all this trouble.

Both agents and publishers seem to think that the engravers are too ready to concede the union's demands in this connection, and in some quarters it is stated that the I.P.E.U. ultimatum in respect of discounts is of a nature that might easily be resisted, if the engravers were really interested in keeping prices down. It is also remarked that if the engravers continue to allow themselves to be dictated to by a union with headquarters in Chicago, and with more than one suspiciously German-sounding name among its list of officers, Canadian buyers of engravings will commence agitation at Ottawa with a view to initiating legislation akin to the Meyer-Martin bill recently passed in New York State to bust the engraving trust there. It is not likely that Canadians will put up with what has been branded as "the establishment of Soviet principles in business" any longer than their American neighbours.

* * *

Judgment Forces U.S. Firm To Accept Canadian Funds

An important judgment of much interest to Canadian business men whose international transactions involve exchange problems was handed down in Toronto the other day, when the Somerville Paper Box Company of London, Ont., won an action in which the American Chicle Company was fighting for payment of $50,000 due on a mortgage either in gold or in American funds. The judgment sets forth that payment in Canadian funds satisfies the debt.

* * *

Canadian Agents Elect Officers

The Canadian Association of Advertising Agents met in Toronto on June 6th, but they are anxious to have nothing said about it. MARKETING was so informed by one of the directors when information was sought concerning the business transacted. In view of what took place it is perhaps not surprising that this stand was taken. Practically nothing was done, and the meeting developed into a "love fest," to use the words of one agent who was present. The meeting failed to face courageously the hazards which the pursuance of certain practices by certain agents is bringing upon the entire agency business.

Officers were elected as follows: President, E. Desbarats; First Vice-President, A. J. Denne; Second Vice-President, Adam Smith; Secretary-Treasurer, Russell T. Kelly.

* * *

Copy for Willard Storage Batteries is appearing in Canadian publications, placed by Fuller & Smith, Cleveland.

* * *

A sixteen-page survey of the Manitoba and Winnipeg market has been compiled and issued by the Trade and Promotion Department of the Winnipeg Tribune. The booklet contains, in addition to market data, an analysis of the circulation and of the advertising lineage carried by The Tribune in the past five years.

The Citizen Preferred

Covers 21,000 Homes Daily

In Ottawa over 21,000 people—most of them with families — prefer the Citizen for their news, editorial and advertising information. The Citizen's circulation in the city of Ottawa is **21,138** daily. These 21,000 people are the buying majority of this prosperous community and they dominate its public opinion. Its total daily circulation being **29,903.** These figures show the enormous potential value of the Citizen as an advertising medium.

Clean Wholesome Snappy Timely

The crowd gathering potency of the Citizen is a vindication of the Citizen's policy of making and keeping its columns wholesome and clean in both advertising and news. It is convincing proof for the advertiser who wants to tell his story in the Capital City that the Citizen Dailies will do it.

In considering publicity for the Capital City—you cannot afford to leave The Citizen out of your plans.

If you want any further information, drop us a line

The Morning Citizen

The Evening Citizen

The Citizen

Ottawa's Foremost Home Newspapers

OTTAWA

Canada's Capital City

98,000
AGATE LINES
of
Foreign Display
Advertising is
the Record
of
The
Reformer
OSHAWA
For the first four months
of this year
PUBLISHED
Every Other Day
Tuesday
Thursday
Saturday
INCLUDE IT IN
YOUR "DAILY" LIST

Selling
More Cars
Than Last Year
Despite talk of hard times Kitchener's leading automobile dealers are selling more cars than last year
and Getting Larger
Cash Payments
Kitchener is an industrial city built on a solid foundation, and is never subject to "hard times" in the real sense of the word.
Advertise NOW.
It pays.
Rates from any recognized agency or direct
The Daily Record
Member of A.B.C.
Kitchener, Ont.

Well-Known Trade Paper Publisher Dies in Toronto

Emerson Bristol Biggar, one of the pioneer trade journal publishers of Canada, died recently at his home in Toronto, at the age of 67 years. His first connection with the publishing industry was on the staff of the Hamilton Standard, now defunct. After five years in South Africa, where he had experience on several newspapers, he returned to Canada, and in 1883 settled in Montreal. Here he commenced issuing The Dominion Dry Goods Report, the first dry goods trade journal in Canada. In 1885 he published the first textile directory in the Dominion.

Other trade papers started by Mr. Biggar, after his return to Toronto, were The Canadian Engineer, The Canadian Paper and Pulp Magazine, The Canadian Woodworker, The Canadian Miller, and The Canadian Chemical Journal.

* * *

Death of Expert Lithographer

Frank Rolph, honorary president of Rolph Clark Stone Ltd., died in Toronto on June 3rd at the age of 76 years. Mr. Rolph founded the firm of Rolph, Smith & Company, with his brother Joseph, 55 years ago, and has been considered one of the foremost experts in Canada in the lithographing business.

* * *

Neville Causton Dies

Word has been received in Toronto of the death at sea on May 13th of E. Neville Causton, an advertising artist well known in commercial art circles. Mr. Causton, who was 37 years of age at his death, was a grandson of Sir Joseph Causton, founder of the well-known British printing house.

* * *

A large plant for the manufacture of hosiery is shortly to be erected at Whitby, Ont., by Thomas Textiles, Ltd. This newly-organized concern has a factory in Toronto, but will move its machinery, etc., to Whitby as soon as the new plant is completed.

* * *

An advertising club affiliated with the A. A. C. of W. has recently been organized by business men in St. John, N.B. The officers are as follows: President, R. A. Macauley; Vice-President, S. L. Emerson (of Emerson & Fisher, Ltd.); Secretary-Treasurer, T. F. Drummie; additional members of the Executive, R. H. Watts, H. V. MacKinnon, S K. Smith, H. H. Scovil.

* * *

Owing to the strike of printers, pressmen and bookbinders in Toronto, affecting all the Toronto members of the Canadian National Newspapers and Periodicals Association, the annual meeting of that body, which was announced for June 9 and 10, has been postponed until Thursday and Friday, July 7 and 8. A program which will prove of considerable interest is being arranged.

* * *

Frank B. White, of the Agricultural Advertisers' Service, Chicago, has been employed as counsellor by the Sarnia Fence Co., Ltd.

Publishers of Weeklies Hold Convention in Vancouver

The second annual meeting of the Canadian Weekly Newspapers' Association was opened in Vancouver on June 9th, with over 200 delegates from all parts of Canada present. A large number of Eastern publishers attended, leaving Toronto by special train under the guardianship of E. Roy Sayles, manager of the Association.

In his presidential address, W. R. Davies, of Renfrew, outlined the work of the Association and expressed gratification that 475 of the 750 weeklies in Canada had taken out membership.

* * *

The Martin V. Kelley Advertising Agency of Toledo has sold its Chicago office to H. E. Remington and J. V. Gilmour. Mr. Remington will be the president of the new agency, which is to be known as the H. E. Remington Advertising Agency.

* * *

The Collin Armstrong Agency, New York, from which Mr. Armstrong recently retired, will in future bear the name of Smith, Sturgis and Moore, Inc.

* * *

Thornton Purkis is leaving Toronto on June 24th for a three months' trip to Great Britain.

* * *

Advertising for Reudel Bath Saltrates, a British product, is being placed in Canadian publications by the C. Mitchell Advertising Agency, London, England.

The only
A.B.C. papers in
New Brunswick
The
Daily
Telegraph
and
The
Evening
Times-
Star
in St. John, N.B.

"The Name Behind"

FOR bad and costly advice to the consumer, says the *N. Y. Tribune*, we have seldom seen the equal of the following editorial in the *N. Y. Times*:

"We are still willing to pay something for the stamped name that has come to be a guarantee of excellence, but more of us than in the good old days have come to realize the possibility of getting the excellence, or a tolerable approach to it, without the name, and at two-thirds or half the cost."

As a matter of plain economic fact, the name behind merchandise has been the consistent creator of better goods at cheaper prices, as a long line of manufacturers and retailers — from Henry Ford up and down — can testify and as the average consumer well knows.

It is no overstatement to rank the trademark with the great mechanical inventions of the last century; for without, it large-scale production would have been a futility, lacking a large-scale market commensurate with its output. The large-scale factory, with its vast economies, would have been a business impossibility had not the trademark enabled the quantity manufacturer to build up a great purchasing public upon whom he could rely. And the moral benefit has equalled the economic. It has consistently made for reliable goods of high quality and square dealing with customers.

The story of German manufacture before the war is exactly in point. In old days the German factory was a trash factory; it made and sold fourth-rate goods. Then this country required "Made in Germany" to be stamped upon such goods, and the improvement in quality was immediate and constant. When thus tagged, German manufacturers simply could not afford to turn out trash.

That is the fundamental economic fact behind every trademark. High-mindedness, the spirit of generous dealing, gains slowly with the centuries; but it is not the mainspring of economic life. The creator of a trademark is compelled to maintain his quality and sell at a reasonable price because to do otherwise is to sap all value from his trademark. It is the anonymous manufacturer, the dealer operating behind shifting, fly-by-night trade names, who tricks and skins, and seeks to put over damaged or defective goods as firsts. He can afford to use such methods, for his anonymity protects him.

Equally, the adviser of a widely known article cannot. Such a company is in the exact position of the old-fashioned man-to-man artisan of a century ago, who made his goods with his own hands, sold them to his friends and neighbors and had to stand behind his product. When machine manufacturing came in this old relationship was lost—with damaging consequences to the consumer.

The trademark has restored the old relationship. It brings a great store or the producer of a million safety razors, or collars, or anything else bearing a famous trademark face to face with each of a million customers. The good-will of these million users of goods is the most precious property that such a store or manufacturer possesses; beside it factories stores,, stocks of goods, however costly, are negligible junk.

The Value of Concentration

Analysis of the reasons for the splendid continued advertising support accorded by National Advertisers to "The Ottawa Farm Journal"—7269 more lines during April 1921 than in any other purely farm medium —reveals one striking fact

There is No Waste Circulation

Of the average net paid circulation of nearly 25,000 for May 1921 less than 500 copies were distributed outside the seventeen Counties of Eastern Ontario and the English-speaking Counties of Western Quebec.

This territory covered so thoroughly by "The Ottawa Farm Journal" is identical with the rich dairying and mixed-farming district of Central Canada, and is a most fertile field for the merchandising of farm and rural home necessities.

In this concentrated area, "The Ottawa Farm Journal" has by nearly 8,000 a greater circulation than any other Canadian farm paper.

Ask any recognized Agent!

Ottawa Farm Journal

OTTAWA, (Member A.B.C.) **CANADA**

BRANCHES:

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

NELSON

is the wholesale and jobbing centre of Southern British Columbia and is situated at the heart of a rich mining district which can only be reached by the use of the Nelson Daily News

Members A.B.C.

The

Daily News

The Only Daily in the Interior of British Columbia

Nelson, B.C.

Two Newspapers Cover Canada's Richest Province

Only two mediums are necessary for the national advertiser who seeks to completely penetrate the compact and well-to-do market provided by the 18,000 English-speaking families of

PRINCE EDWARD ISLAND

The Charlottetown

Guardian

and

Examiner

are the only important factors in this responsive territory.

Sales efforts yield big returns per dollar of sales cost among a population so prosperous.

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Secretary of Direct Mail Advertising Association

Making Your Ideas Live

For a long time the advertising manager of a progressive book company believed that he could add considerably to the turnover of his "latest book" department if he supplemented his newspaper advertising with a simple announcement sent through the mails to a selected list every time a new worth-while book was offered for sale. He turned this idea over in his mind for several years, and then one doyconfided it to his assistant. The assistant, without a word to his superior, decided to try the idea out, and sent a simple announcement under two-cent postage to a list of 2,500 selected names. It was a form letter, not filled in nor personalized in any way. It merely informed the reader that such and such a book that had created a nation-wide interest was now for sale "so long as the supply lasted."

The letter hadn't been out a week before every copy of that book was sold out. That letter brought into the store over 750 new names, each of which purchased an average of 1¾ books.

Here is a splendid example of how many an executive revolves an idea in his mind so long that it finally dies there for want of nourishment. Every one of us can't have assistants that are able to take this type of initiative, but we can force ourselves along every now and then so that we may give seemingly worth-while ideas the tryout they deserve.

To-day this particular concern never puts out a special sale of any kind without supplementing it by a forceful direct mail campaign, even though that campaign is limited to a postcard announcement.

Marketing the Ad. Club

In too many cities the advertising club is usually a thing of the past. Sometimes it is a poorly-attended, loosely-thrown-together organization that seems barely alive. For two years an ad. club in a certain southwestern city had been dragging out a very weary, colorless existence. It was just about to end, as a great many ad. clubs have ended, by being swallowed up as part of the Board of Commerce, which is another way of saying that it would function perfunctorily thereafter. Then one of the members ventured the opinion that he could revive it by direct mail methods.

He was immediately appointed as a committee of one to go ahead with the job. After a little planning he laid out a direct mail campaign to consist of three letters and two postcards, to be sent out at intervals of a week to every member of the club and to several hundred likely prospects. The first letter was merely an announcement to the effect that a certain well-known speaker was to address the club on a subject the members could not afford to miss. A little cut of an entertaining nature illuminated one corner of the letter, and a personal touch put in a sort of easy, familiar way, concluded the invitation. The letter itself was such a distinct departure from the old method of announcing meetings in the newspapers and on the bulletin boards of the Chamber of Commerce, that more members attended that meeting than had ever attended any meeting in the history of the club.

The second message was a very sincere letter, calling attention to the actual need of a live and going ad. club. It pointed out the possibilities such a club had for providing worth-while instructive ideas and fellowship. The other three mailings consisted of a letter and two postcards, written in a personal man-to-man way, the last of which concluded with a request that each person receiving the card pledge himself to support the "new" ad. club.

To-day it has over 300 members, and is one of the really important elements in the business life of the city. All of this largely due to the intelligent use of five pieces of mail matter.

Titles on Advertising Folders

In these days, when competition is keener than it has probably been in the last decade, the advertising folders that are doing the business are those that have been deliberately planned to make themselves stand out from the commonplace folders that often infest our mails. One of the best ways of making your advertising folder attract attention is by the use of attractive, out-of-the-ordinary titles. Here are ten that have brought in more than their quota of inquiries:

1. If you were sure.
2. Just how far would you go?
3. Hanging is a pleasure.
4. There is nothing spectacular in this folder, but it may save you some dollars.
5. Why only 5% of men who enter business really succeed?
6. Wishbone or backbone, or both.
7. Your neighbor saved $1,700.
8. Consider the office boy.
9. Inviting the janitor to your conference.
10. Will you take $5 an hour for your spare time?

An Effective Business Getter.

One of the leading dyeing and cleaning establishments in Michigan decided recently to send a letter of appreciation to each new customer. They managed to have the letter reach the customer the same day the materials to be dyed, cleaned, pressed, etc., were returned.

There was nothing unusual in the letter. It was simply a three-paragraph affair, which stated briefly that the company was glad to be given the opportunity to show the customer what real cleaning and dyeing service would mean to her at reasonable prices. It went on to invite the severest criticism of the work. It concluded with a few sentences offering full co-operation of every possible kind, and assured her of the company's willing-

ness to be of service in any way possible.

This letter has been out only three months, yet an accurate record of results shows that fully 75% of the customers receiving that letter sent in further orders since. It is a rather old device that for some reason has not been receiving the attention it merits. In these days, when people are looking for more than average attention, here is an inexpensive method developing goodwill.

A New Type of Inventory.

A good many concerns are closing their fiscal year just about this time. Many, of course, are taking their regular inventory now. One of the most ingenious sales promoters I have seen in a long time is a clever "inventory" letter gotten out by a prominent wholesaler.

The letter states in its first paragraph that this is the time of the year that that particular concern takes inventory of all its resources. Its biggest asset, they tell the customer, is the customer himself. The letter then goes on for two or three paragraphs developing the point that a satisfied customer is its best advertisement, and that they will not be satisfied with their customer inventory until they are positive that the customer is thoroughly satisfied in every way with his dealings with the company.

The letter concludes with a very frank request to have the customer state his grievances, if he has any, and to make whatever suggestions he feels would improve the type of service he has been getting.

The general manager of the concern told me that they had been doing this for the last two years, and would not dispense with that letter, or one similar to it, for any amount of money. It is one of the best business builders they have.

You Must Pay for Attention.

One of the chief reasons for the failure of a great many house organs often lies in the fact that the companies getting them out failed to pay the reader enough for his time! Everyone knows that the average house magazine is frank advertising propaganda. Everyone also knows that the average executive is a busy man and will not devote his attention to anything that doesn't give him adequate returns for his time.

Thus it happens that when a house organ comes his way containing perhaps 75% advertising matter and 25% very mediocre news or practical helps, he soon loses interest in that particular piece of direct mail matter, and before long tosses it into the wastebasket, without even bothering to open the envelope.

An analysis of some 50 successful house organs recently disclosed the fact that they often contain more brass-tack usable ideas and more news than advertising. In fact, some of the most notable successes in the house magazine field, such as the magazine gotten out by the American Laundry Machinery Company, is filled almost entirely with articles that have a concrete interest for the reader. The advertisements take an almost negligible amount of space.

Just as it is true in personal contact that indirection and suggestion are usually much more effective than trip-hammer, blatant methods, so is it true in house organs, that the less we seem to advertise ourselves directly the more

Creating the Buying Attitude

The women who read The Canadian Butterick Quarterlies, do so in a buying frame of mind.

They are looking for the latest information regarding the problems that confront them. They want practical help on all matters connected with the home, what to wear, how to make it, what's in style, etc.

The editorial contents of The Quarterlies are so closely associated in the minds of their readers with purchasing necessities and luxuries for their homes that this naturally focuses their attention on the advertising in these publications.

The Canadian Butterick Quarterlies

75,000 Average Circulation
Each Shopping Sason

Manager Advertising
53 Yonge St., TORONTO

Over One Quarter of Canada's Entire Population is Concentrated in the

PROVINCE OF QUEBEC

(85% of which is French-speaking)

Notwithstanding an higher advertising rate during 1920,

La Patrie

has published over 30,000 lines of advertising more than in 1919. This is proof that "LA PATRIE" is an excellent advertising medium to reach the French population of Quebec, which represents one-quarter of Canada's entire population.

"La Patrie" should not be overlooked by any advertiser who is determined to cover successfully the Province of Quebec.

Apply to any Advertising Agency for Rates and Circulation, or direct to the Advertising Manager.

"La Patrie" Pub. Co.
Limited
La Patrie Building MONTREAL

"LA PATRIE"
Is a Member of the Audit Bureau of Circulation

Talk About Results

The formal opening sale conducted by Mr. R. McCall, druggist, who takes over Pronse's drug store after successfully managing it for some time, was a huge success in every way. So great was the increase in business that extra help had to be engaged to take care of the crowds of customers who came to the store.

Mr. McColl advertised this sale, as he does all his advertising, *exclusively in THE WHIG*, and speaking of the present instance he says :— "Once more The Whig has proved a sure-fire result-getter for my business. Its columns always bring me quick and lasting results."

* * *

The above is a quotation from the news columns of

The Daily British Whig

of date May 31st. It shows what still another of Kingston's leading business men think of The Whig.

advertising we give ourselves, of an infinitely better kind, in reality.

THE TELEPHONE BOOK AN EXCELLENT DIRECT MAIL AID.

For dealers who are experimenting on the value of direct mail methods and who are not able to spend a great deal of money purchasing lists of various kinds, there is no better way of saving money on a list than through the intelligent use of the telephone directory.

Several of our members have been using their telephone directories as their sole source of mailing lists in their particular localities. The telephone directory has several advantages, chief of which is that it acts as its own check. The average telephone directory is renewed every three months, while the percentages of people who move or shift their telephone is small enough to be negligible. In addition to this, the classified section is of very great help because it gives the direct mailer exactly the type of information that means most to him.

Experiment has shown that, taken as a whole, the average telephone subscriber is a better than average prospect for household goods of all descriptions, clothes, garden materials, hardware, groceries, furniture, etc., etc.

The city directories often afford an excellent source for mailing lists, but these have to be checked over much more carefully.

* * *

No Census Figures For Six Months

Executives who are looking for accurate and up-to-date figures on which to base market analyses will be disappointed if they had hoped the census would provide them with the same this year. The Dominion Statistician has just announced that "five or six months should enable *a close approximation* to be made of the final count by provinces of the population of the Dominion.

Announcement of the count of the recent United States census was not made for nine months and seven days.

The Canadian census will cost about two million dollars. Altogether 247 commissioners and probably 13,000 enumerators will be employed. For the compilation of the census an extra staff of 400 clerks will be engaged at Ottawa.

It is expected that from two to five weeks from June 1st will suffice in normal localities for the completion of the field work.

* * *

The assets of the Farmers' Fence Co., Ltd., of Ontario, including plant, machinery, etc., are to be purchased by a newly-organized company, which has just been granted a Dominion charter, with an authorized capital of $500,000, and head office in Toronto. The new company will sell its products direct to farmers through the various co-operative societies.

* * *

The Fourth Seeding Report, printed by the *Calgary Herald*, indicates that there is an increase of 15 to 35 per cent. in the acreage sown to wheat in Alberta this year. This does not mean that the acreage is that much greater than the preceding year, as the acreage in oats and other grains has fallen to the same extent as the wheat acreage has increased. Most farmers are sowing only sufficient oats, barley, etc.,

1921 A Bad Year To Cancel 'Business Insurance'

A practical and interesting address on the elimination of advertising and selling waste was the subject of Chester F. Craigie, vice-president of Dominion Advertisers, Limited, as guest of honor at the luncheon of the Montreal Publicity Association on February 9. There had never been a time, said Mr. Craigie, when such elimination was more essential. There were unusual obstacles—one, that retailers, wholesalers and manufacturers carrying stocks all had plenty in reserve, ready to serve a consuming public which had already overbought. This obstacle was the problem of the sales department. There might have been a genuine overproduction, and unless new markets were opened up, curtailment of production might be necessary.

But this was a fighter's year, said Mr. Craigie, and a manufacturer who refused to be beaten by present conditions, but with calmness, firmness and aggressive spirit faced the situation to meet changed conditions, would make out of them a lasting success. Business in 1921 will succeed or fail in ratio to the breadth of vision and daring spirit of the individual. It was not enough to retrench, drop anchors, furl sail and await the turn of the tide. With business sails filled, ships headed right, the crew should be vigorously at work, and in harmony of purpose and action they would force the turn of the tide.

There was an element of danger, of over-confidence in the stability with which a firm was entrenched with the public. Without aggressive action, even well-established firms will drop back into oblivion. In the last six months some business men, experiencing a dull market, have withdrawn salesmen from the road, cancelled their advertising and, in a measure, gone out of business as far as the public is concerned. Others have forced the fight, kept salesmen on the road more regularly, driven harder with their advertising, backed up their salesmen, talked confidence to the trade and the public, and established themselves for the coming revival in business. That aggressive spirit cannot be downed, and such men will emerge stronger and more firmly entrenched than competitors who have sat back like Micawber, "waiting for something to turn up."

Men should not cancel their "business insurance," that is, advertising. Some men called it an expense, and cut it when business fell off. But properly it is an investment on which to base future dividends, and a good business man protects his advertising investment as he would his most valuable securities. That man will even strengthen his publicity, as all his other selling forces, when the fight for business is keen.

There is a waste in advertising, continued Mr. Craigie, due to lack of co-operation between advertising and selling departments. Forceful, vigorous advertising of a product of merit will create legitimate consumer interest, and a good demand; but the goods

must be on retailers' shelves—the demand is no good while they are still in the manufacturers' hands. Advertising has a double duty—to place goods in the hands of retailers, and then move them quickly into the hands of the consumer—keep them turning for retailer and manufacturer alike. Unless advertising plans are co-ordinated with selling plans, this two-fold mission of advertising cannot be carried out.

Mr. Craigie then instanced a well laid advertising campaign, salesmen well enthused and expectant of big orders. But the retailer, clear headed, hard thinking, was not waiting to buy. He had to be shown that this product offered greater inducement.

It is not enough to say they are good goods, well advertised, and that the house will furnish all kinds of dealer helps, window cards, newspaper ads, and what not. The salesman has failed in presenting the most forcible argument with which he is equipped. He had for that merchant the most interesting story a salesman could ask, a story of possibilities for increased and repeat business and cash receipts, more rapid turnover and new customers. No business man could, in justice to himself, refuse to listen and these possibilities could have been demonstrated to prospective customers. But he failed, and advertising failed, even in the face of legitimate demand for the goods—because the advertising and the sales plans were not properly co-ordinated.

That was a kind of waste in advertising which, Mr. Craigie concluded, should be easily picked up. The selling of advertised goods was really a specialty, and called for specialty methods to attain the largest results. Under forceful advertising, the argument in selling shifts from the goods themselves to the created market for them. There was no secret about this, and no magic in selling, for the five points of increased and repeat business, and cash receipts, quicker turn-over and new customers, are exactly what a well-advertised line of goods means to a merchant. Salesmen must be equipped to demonstrate this fact clearly, and the advertising must be effective enough to make the argument sound. With more attention to this feature of marketing advertised goods, there would be less waste and more successful advertising.

PICK AND CHOOSE

The *successful* advertisers know that Quebec picks and chooses via the Telegraph. If you want to be chosen, you'll use

The Telegraph

ALWAYS!

Circulation Building

AT the present time seven experienced subscription canvassers are at work in various parts of Canada seeking to build up the circulation of the Commercial Press trade magazines.

We are producing papers of real, positive value to the retailers and are following this up by steady, consistent circulation building.

The result is a steady growth in paid up circulation of all our papers.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

System—Safety—Space - Saving

DENNISTEEL
Made in Canada

MATERIAL CABINETS

For the storing of stationery, important papers, etc., these fireproof shelves are unexcelled. Interior shelving, pigeon-holes, etc., can be arranged to suit purchaser.

WE ALSO MAKE:

Steel Lockers, Steel Shelving, Steel Bins, Steel Chairs and Stools, Steel Lavatory Compartments, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds, General Builders' Ironwork

Write for Folders

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Winnipeg
Calgary
Vancouver

Consider the Postage Stamp

It brings your message direct to the desks of the buyers of your product, and reduces your selling cost.

To produce results the message should be well printed and reflect the quality of your goods.

Our Service is Complete.
Our Customers Satisfied.
Our Business is Growing.

Let us Serve You.

West Toronto Printing House
1945 St. Clair Ave.
TORONTO

Subscribe for

THE MAILBAG

A Journal of Direct-Mail Advertising

Edited by Tim Thrift, it is the recognized Text-book on this important phase of advertising.

Let the Brains and Experience of Experts Help Solve Your Direct-Mail Problems

The Mailbag isn't made by one man. It couldn't be and be what it is—a symposium of the best thought on the subject. It is really edited by many men, in many lines, who have solved problems like your own.

Send $2.00 for a year's subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2.00 per year, but please include 30c. exchange. Thank you.

BUSINESS MANAGEMENT

A Department Devoted to Plans, Policies and Ideas which Have Been Found of Practical Value by Successful Builders of Business

A Bonus System That Holds Employees' Loyalty

A system which has resulted in making strikes unthinkable is at least one factory, consists of six different bonuses:

(1) Production bonus, now being made by about seven-tenths of the workers.

(2) Quality bonus of 10 per cent.

(3) Attendance bonus for every full, consecutive day of work.

(4) Excuse bonus, which is an allowance made for illness or accident.

(5) Service bonus, amounting to 1s. a week for each year of service. A girl who has been with the firm for four years, for instance, gets 4s. a week extra.

(6) Notice bonus, which means that if a worker intends to leave and gives six weeks' notice, he will receive a full week's pay as a bonus. This notice gives the firm time to replace him or to persuade him to remain.

There are 600 workers in the factory using this system, and there has not been a strike among the employees in the past ten years.

Workers' Output Biggest on Thursdays

Thursday appears to be the day of the week on which workers give their biggest output, according to a report of tests made by the Industrial Fatigue Research Board of Greaat Britain. In one factory the output was registered over a period of 20 weeks. Graphs were made which showed that the best results were obtained on Wednesdays and Thursdays, while on Saturday they were invariably poor. Some manufacturers, recognizing that the Saturday output is so low that it becomes unprofitable, have already abandoned it.

Offices for Stenographers

The office manager sat at his desk—dreaming. His mind was not on business, but on his plans for the next Sunday afternoon. With a jerk he brought himself back to the job on hand, giving himself a mental kick for letting his attention wander away from business. Then an idea occurred to him. If he was given to mental meanderings once in a while it was possible that his staff were bothered in the same way.

He glanced over the bookkeepers and forty stenographers before him. A bookkeeper was industriously sharpening a pencil. That was all right—the pencil had to be sharpened—but why in thunder should those three stenographers and one office boy watch the chins fall so earnestly? The operation finished, he saw the three girls pull themselves together and resume work. A clerk from another department passed through the office, and four girls watched his progress with lackadaisical eyes. When the elevator discharged two people in the passage outside the door and the six girls nearest glanced up in unison. All but one at once resumed work, but this one leaned back in her chair and looked earnestly at the opposite wall for a few moments. Obviously she was not interested in either the people who got off the elevator or the wall facing her. The arrival of the elevator had broken her train of thought on her work and her mind drifted back to other things. Each of these interruptions was small in its way, but the manager doped out that in a year it cost his firm a fair sum of money.

He had a series of small alcoves built around the walls of the room. A light board was used as partitions. The walls were about four feet high, which was sufficient to give each girl enough privacy to concentrate on her work, and the side facing the office was open, as was the top. The expense of installing these was small, and immediately there was a noticeable increase in the work of all members of that department.

"Whether she wants to or not," says this office manager, "the stenographer has to concentrat when she is working. Once she gets started it is fairly simple to continue—if nothing interrups her. Under my scheme the opportunities for interruption are much less than in an open office, where the movements of one person may attract the attention of several. Once a girl's mind is removed from her work it means some wasted time until she gets it back to where it ought to be."

Uses Map To Show Credits

The Third National Bank of Scranton, Pa., has a system of charting their loans in the credit department. A large map of the United States is used, upon which is shown, by a series of colored pins, the names of the note of notes and the amount of them, held by the bank. At a glance the credit man and other executives can tell where the bank's funds are located, and if any section of the country is adversely effected it is a simple matter for the credit man to determine to what extent the bank is interested.

Saving Time While Waiting

The Atlas Portland Cement Company, New York, have a notice in their waiting room which reflects the spirit of this organization—a friendly interest in the other fellow, whoever he may be and whatever the purpose of his call. The notice reads: "Do you wish, in the few moments you are waiting, to read? Copies of our literature are in the rack. To write a letter? Stationery will be furnished or a stenographer to take your dictation."

The intervals wasted in office while waiting to see members of the company's staff are a source of irritation to many men. At the Atlas Portland Cement offices there is little reason why a man

should feel that time spent waiting for his interview is wasted, as most men have usually some correspondence to attend to.

Brunettes Best

A writer in the *New York Globe* recently questioned employment managers in New York City regarding the relative efficiency of light-haired and dark-haired girls. Ninety per cent. of the replies indicataed that brunettes are more efficient and are given preference when taking on additional help for office work.

Bringing the Verbose Salesman Down to Earth

A Canadian executive who is called on by the advertising salesmen of almost every worth-while publication in the Dominion seeking national business, has devised a "stunt" which he says works wonders with the verbose type of solicitor. Before admitting the caller he rings for his stenographer, who seats herself at the desk. The salesman enters. The executive gets in the first word. "What is your name?" he asks. The salesman gives it. The executive turns to the stenographer, "Take the gentleman's name." And then the conversation proceeds something like this:

"What paper are you representing?"

"The Blanktown News."

"Take the gentleman"s paper. . . . And what is your circulation, sir?"

"Fifteen thousand two hundred."

"Take the geneleman's circulation . . . And your rate?"

"Four cents a line."

"Take the gentleman's rate . . ."

And by this time the salesman is abundantly impressed with the fact that he had better stick to brass tacks.

The Salesman's Time Saver

ADVERTISING increases the demand, makes selling easier, eliminates lost time, reduces sales costs and it is a powerful business factor when properly applied and attended. Successful experience qualifies me to create resultful copy and illustrations for Newspapers, Trade Papers, Broadsides, Signs, etc. Do you want Service?

FREDERICK M. HAHN
General Advertising Service
931 College St. : : Toronto
Telephone College 7894

Toronto Residential Mailing Lists

Every Home—A Telephone User!
Classified according to telephone exchanges and arranged in street order.
Sellers Agency. 100 King St. West TORONTO

- WINNIPEG -
AND
WESTERN - GROCER
A Semi-Monthly issued on the 1st and 15th
BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA
It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.
Sample Copy and rates on request
JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000
ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO
ELECTROTYPES FOR NEWSPAPER ADVERTISING
STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

City of Vancouver Near Billion Dollar Mark in Bank Clearings

Cities	1918	1919	1920
Halifax	$ 215,259,297	$ 241,300,194	$ 255,678,397
Montreal	4,833,924,041	6,254,781,093	7,109,189,038
Toronto	3,379,864,506	4,251,644,303	5,410,204,802
Hamilton	262,076,476	306,370,966	380,733,960
Winnipeg	2,362,734,2 1	2,316,724,263	3,016,054,299
St. John, N.B.	117,133,609	153,139,92	176,670,387
Victoria	101,471,6 7	119,391, 4	145,707,146
VANCOUVER	545,368,714	655,913,205	878,901,621
Ottawa	357,598,753	472,691,921	515, 06,581
Quebec	2 7,904,224	290,983,483	36 ,295,561
London, Ont.	126,958, 50	164, 26,8 6	192,157,969
Calgary	331,334,577	355,009,588	3 ,073,077
Edmo ton	171,524,924	233,066,580	29 ,269,362
Regina	184,624,626	210,989,136	230,269,296
Brandon	32,654,296	6,922,769	41,398,339
Le hbirdge	41,901,108	38,1 9, 33	5,667,866
Sa katoon	91,431,882	105,887,578	115,4 3,072
Moose Jaw	78, 25,563	86,347,586	94,578,332
Brantford	48, 41,451	57,825,305	76,10 ,9 9
Fort William	38,313,3 4	41,224,76	47,209,878
Medicine Hat	2 ,088,013	23,778,450	28,808,580
New Westminster	3,5 5,159	28,714,013	3 ,498,337
Peterborough	37,574,621	41,376,004	50,639,788
Sherb ooke, Que.	42,4 6,079	49,574,861	64,046,860
Kitchener	32,549,572	48,24 ,693	61,580,497
Prince Albert	14,149,320	21,280,641	24,046,236
Windsor, Ont.	43,354,403	95,790,321	171,266,199
Moncton	.....	.....	17, 90,876
Tot l.	$13,776,332,726	$16,701,279,382	$20,283,555,3 5

VANCOUVER'S volume of Bank Clearings has made such strides in the past three years that in 1920 the total came close to the billion dollar mark.

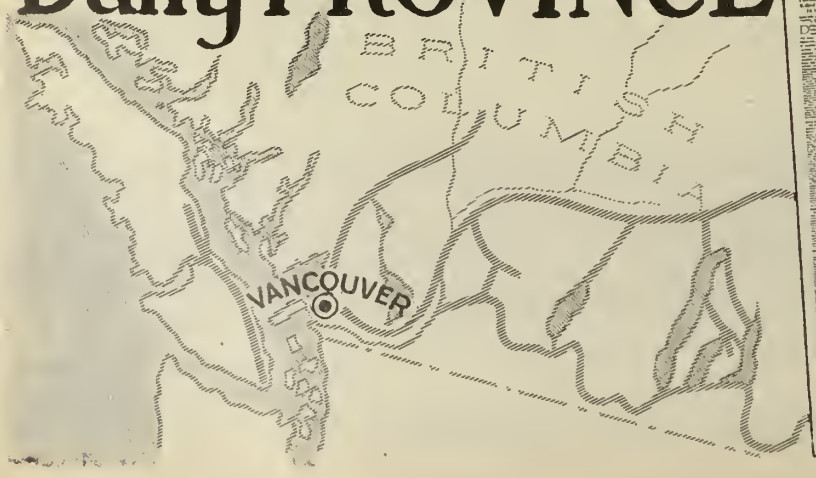
Excepting the three cities which usually are in the billion dollar class. Vancouver's total more than doubles all the other cities in Canada—with the single exception of Ottawa.

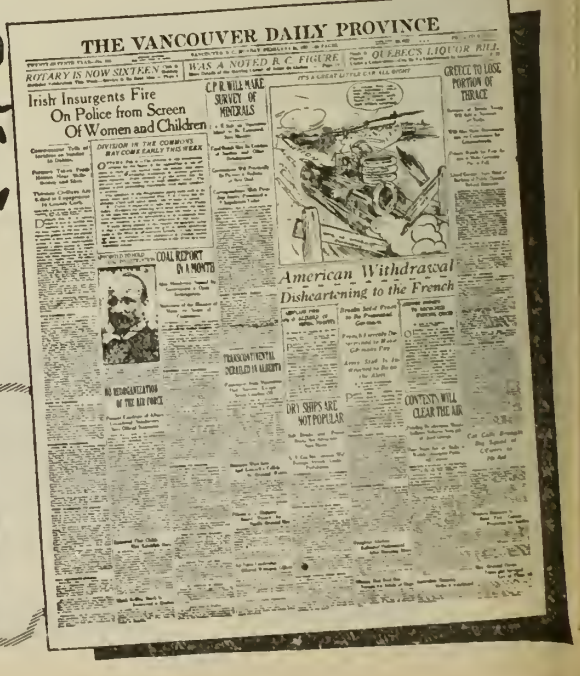
This concentrated wealth in the city of Vancouver makes your message in The Daily Province, British Columbia's greatest newspaper, of unusual value.

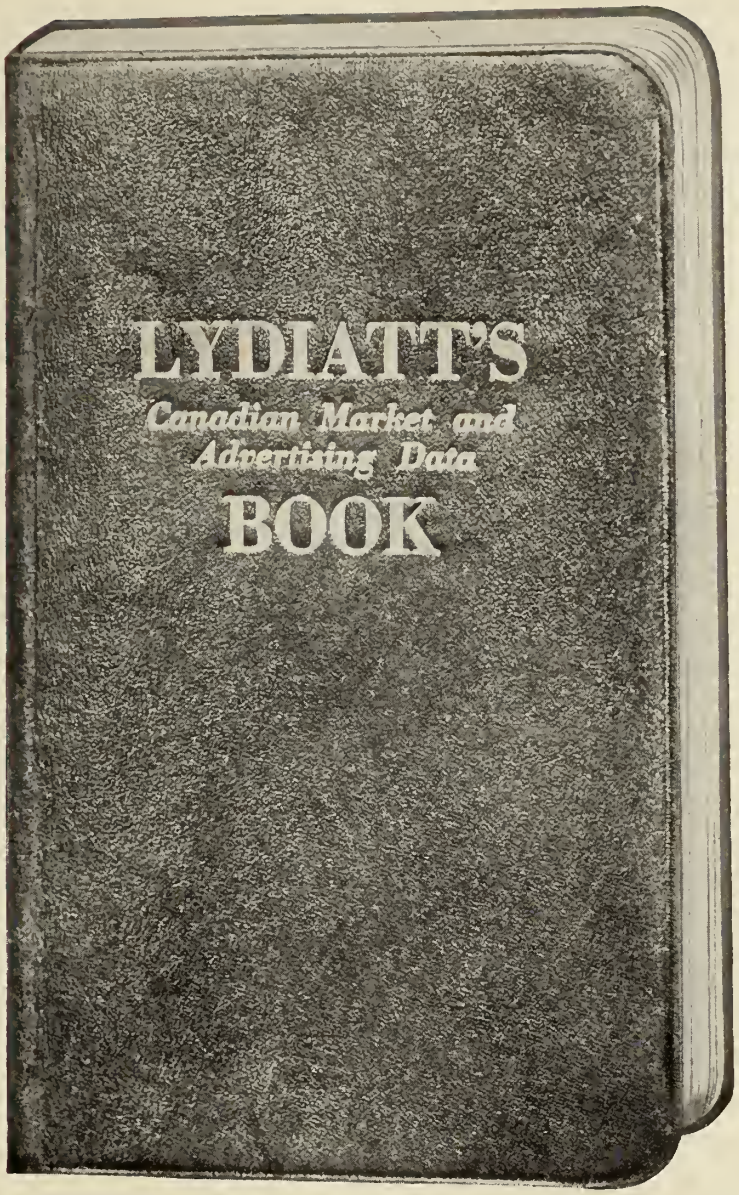
The Vancouver Province has more circulation than all the important British Columbia dailies combined

Over 65,000 Every Day

The VANCOUVER Daily PROVINCE




THE VANCOUVER DAILY PROVINCE
ROTARY IS NOW SIXTEEN
Irish Insurgents Fire On Police from Screen Of Women and Children
C.P.R. WILL MAKE SURVEY OF MINERALS
HAS A NOTED B.C. FIGURE
QUEBEC'S LIQUOR BILL
CRUCE TO LOSE PORTION OF TERRACE
American Withdrawal Disheartening to the French
COAL REPORT IN 4 MONTHS
NO REORGANIZATION OF THE AIR FORCE
DRY SHIPS ARE NOT POPULAR
CONTESTS WILL CLEAR THE AIR



The Eighth Annual Edition of this popular data book is now on the desks of most alert executives interested in Canadian conditions.

Literally thousands of revisions have been made, bringing the data up to 1921, and furnishing the most complete, accurate and up-to-the-minute information obtainable concerning marketing and advertising in Canada.

The book is pocket size, leather bound, and contains 416 pages. The price is $5 a copy postpaid.

Those who have ever used it find the book indispensable. So many have recommended it to their friends and to people with whom they do business that the supply of the 1921 edition is rapidly becoming depleted.

Your order should be mailed immediately to ensure delivery.

Obtainable only from the Publisher

W. A. LYDIATT, 53 Yonge Street, TORONTO

Changed Newspaper Conditions in Halifax

Advertisers who are interested in advancing their sales in Halifax and in the prosperous Province of Nova Scotia should carefully study the A.B.C. statements of the Halifax Papers for the six months ending March 31st.

If you haven't copies, write to us and we will send them to you.

The Halifax Herald

and

The Evening Mail

completely dominate not only Halifax but

Nova Scotia

Volume XV.
Number 13

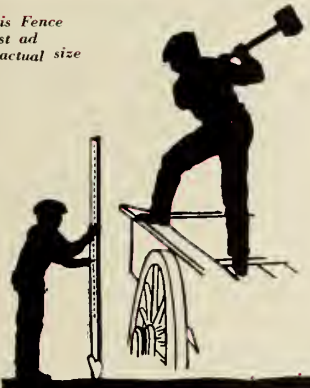
TORONTO JULY 1st, 1921

20 Cents a Copy
$2.50 a Year

Marketing
and Business Management

Edited by
W.A.Lydiatt

This Fence Post ad is actual size



He hit it right on the Head!

"The pigmy Advertisement not only makes brevity a necessity; it further emphasizes another requirement of good "copy"—bold, original, distinctive display."
From "Marketing" June 15th issue.

If you've been accustomed to the back-breaking job of digging post-holes, handling heavy wood posts, filling in and tamping, you'll be delighted with the ease, speed and economy with which

PRESTON
STEEL POSTS

are erected. The sharp bevelled point goes in with a few hammer-blows, and the anchor-plate binds the post so firmly that no replacements are required. Haul enough at one load to fence a 40 acre field—drive them in a day—have a good-looking, permanent fence. Write for Folder.

METAL SHINGLE & SIDING COMPANY, LIMITED
PRESTON, ONTARIO

THOSE who now turn to "small space frequently" as opposed to "large space occasionally" will do well to entrust their Advertising to an Agency that has made a close study of the requirements of the "bullet" or pigmy style of "copy." Certain products lend themselves to small-space Advertising. If you think yours is one of them, let us show you what we have accomplished along this line

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Tooke's Collars "they fit" have been very successfully advertised by posters. Busy people have little time for long drawn out description, so Tooke's make their illustrations of snappy smart collars on well groomed men that appear on their posters do all their talking.

MANY advertisers look forward to the day when they will be "big enough" advertisers to use posters.

Quite natural that they should associate "bigness" with posters. Most people do. All advertisers who use posters look like BIG advertisers. They get the effect of BIG advertising for less than many "small" advertisers pay for publicity.

For the BIG effect at the small expense you must use posters.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO.		HAMILTON
HARRY DUKER, LIMITED		VANCOUVER, B.C.

W. W. SCANE, Secretary, CHATHAM, ONT.

Business is Brisk in Hardware Stores in Small Cities and Towns

FARMERS are buying readily and steadily of practically all lines of merchandise sold in hardware stores. Hardware merchants who come into close contact with farmers are depending more and more on farm trade to keep business humming. A trade investigation including merchants in various parts of Ontario proves that to be so. Hardware merchants quote this list of lines that show an increasing sale among farmers :

Ready Roofing	**Beaver Board**	**Patented Mops**
Builders' Hardware	**Automobile Accessories**	**Electrical Appliances**
Paints and Varnishes	**Automobile Finishes**	**Oil Stoves**
Aluminum Wear	**Silverware**	**Poultry Specialities**
Bath Room Fittings	**Power Washing Machines**	**Domestic Labor-Saving Devices**

A hardware merchant in a small town says : "Farmers have the money and the country merchants are carrying a better class of goods than in days gone by."

A merchant in a small city says : "Farmers will buy anything that urbanites buy. Have just finished a $1000 job for a farmer—sold him electric range, water system and appliances."

"Farmers appreciate that quality is cheaper in the end."

Co-operate with Hardware Merchants — advertise in FARMERS' MAGAZINE

Advertising in FARMERS' MAGAZINE will go far toward securing the hearty co-operation of merchants who sell to farmers because *it will increase the turnover on your particular product.*

FARMERS' MAGAZINE has a constructive editorial policy that stimulates the desire for commodities heretofore found mostly in city stores. Letters from subscribers indicate the "urge" behind the editorial and contributed material in FARMERS' MAGAZINE,—our readers are enthused. Merchants who sell to our readers are benefited greatly by these articles, *as well as the advertisements that go into farm homes along with these articles that create buying habits.*

Every issue of FARMERS' MAGAZINE contains material covering farm and household engineering—material that creates a keen desire for the commodities and conveniences found in well-equipped city homes.

The type of farmers who subscribe to FARMERS' MAGAZINE makes this editorial policy doubly effective—likewise the advertisements contained therein. FARMERS' MAGAZINE goes into farm homes that are above the average in buying power.

Ask us to tell you about the buying-habits of farmers, their buying-power, and how FARMERS' MAGAZINE can help you create sales

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

You can build big sales for your product in the capital city of Canada if you get right into the homes and tell Ottawa people about it.

The Citizen goes into the homes of more than 21,000 Ottawa citizens every day.

The trade of these prosperous families is worth getting.

If your product is right The Citizen will get you the business.

That is why among most advertisers it is—"The Citizen preferred."

The Citizen Retailer goes to more than 3,000 merchants in Ottawa and Eastern Ontario once a month. It keeps them informed of your merchandizing plans and ensures the utmost measure of co-operation.

The Citizen

MORNING *OTTAWA'S FOREMOST NEWSPAPER* EVENING

OTTAWA

Canada's Capital City

City Circulation 21,138 *Total Circulation* 29,903

¶ NO Merchandizing Plan to cover Canada is complete that does not take into consideration the French-speaking portion of the Dominion. Approximately one-third of the population of Canada speak, read and write the French language only.

¶ To reach the best homes in this prosperous section of the country LA CANADIENNE represents the most efficient medium available.

¶ With a circulation of more than 25,000 copies monthly, about 80% of which is in the leading cities and towns of Quebec province, LA CANADIENNE offers an exceptionally good opportunity to a manufacturer anxious to cultivate the French - Canadian market.

¶ LA CANADIENNE has a strong hold on its readers; as a matter of fact, no other magazine of such a high-grade order is published in the French language on this Continent. Most of its editorial contents consist of contributions of well - known French writers, and are *not* translations of English fiction and articles.

¶ It is necessary to appeal to French Canadians in the language they understand. LA CANADIENNE should be on your list.

Business is Nearer Normal in QUEBEC Than Anywhere Else in the Dominion

AN authoritative review of the Textile Industry recently published, states that throughout the province of Quebec conditions "are nearer normal than anywhere else in Canada."

This information is derived from houses who have travellers on the road from coast to coast selling textile goods. British Columbia, according to this same source, ranks second, and Ontario third ; with the prairie provinces slower and the maritime provinces slower still.

What is true of the textile industry is also very largely true of other branches of trade. Quebec has been least affected by the depression of the last few months.

In Montreal there has been little unemployment and there are few apparent indications of so-called bad times. A note of optimism prevails in the trade.

That this optimism is no shallow, short-sighted boastfulness is evidenced by the fact that merchants in Montreal are keeping up their advertising.

In 1921, to date, the volume of The Gazette advertising has been maintained as compared with the banner year of 1920. This is a phenomenal record, when so many papers are showing large decreases. It shows the trend of conditions in Montreal, and also the growing faith of advertisers in the buying-power of Gazette readers.

The Gazette

MONTREAL

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

NEW YORK
Gilman, Nicoll & Ruthman
World Building

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C.

BOSTON
Gillman, Nicoll & Ruthman
Tremont Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

CANADA'S BEST NEWSPAPER

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 13 TORONTO, CANADA JULY 1st, 1921

A.A.C.W. CONVENTION ADOPTS NEW PROGRAM INCLUDING THREE-YEAR PLAN

Association elects Charles Henry Mackintosh, Chicago, president for three years. Hopkins' plan accepted with some changes. Secretary's report shows healthy growth. Milwaukee next place of meeting.

Opinion as to the results of the Atlanta Convention of the A.A.C.W., just closed, seems to be pretty sharply divided. One view characterizes it as "the worst fizzle ever perpetrated in the advertising profession." Another declares that it "passed into history as a most extraordinary event," in which "more work was done, more new questions discussed, more important decisions made and the attendance was immensely larger than at any of the sixteen conventions that preceded." You may take your choice. The truth is, as Marketing was informed by a Toronto delegate to the convention, a noticeable slackening of interest was shown in the general meetings as compared with the enthusiasm of previous years. At the same time the departmental sessions were well attended. Two reasons may be assigned for this paradoxical situation. One is that the hot weather which prevailed last week was the most extreme experienced by Atlantans since 1879, and to add to the general discomfort, there had been no rainfall for a month. The second contributory cause was the feeling which seemed to pervade the ranks of business men that the Convention still remains a sort of joy-jaunt and that the benefits derived are problematical and in no degree proportionate to the heavy expense incurred. Together they have forced the conviction, freely expressed, that it would be better for all concerned were the general meetings, and inferentially, the big convention to be abolished entirely and replaced by departmental sessions held at seasons and at places most convenient to the members. Such a view gains considerably in weight when it is remembered that the advertising interests of the delegates are highly diversified, and that members are inclined to attend only such meetings as have an immediate interest for them, which really means, of course, that particular phase of advertising activity which happens to be their chief concern at the moment. Hence the slim attendance at the general sessions.

THIS issue reflects the continuance of the printers' strike which commenced in Toronto on June 1st, and we must again ask advertisers and readers to excuse the physical appearance and possible errors that may have occurred in consequence

—The Editor

The Election of Officers

One of the surprises of the Convention was the election of Charles Henry Mackintosh, of Chicago, to the presidency over George W. Hopkins, of New York. While Mr. Hopkins had the support of every past president of the A.A.C.W., including Samuel C. Dobbs, who nominated him, he was defeated by the very narrow margin of 28 votes. A total of 1,424 votes were cast out of a total registration of 2,100 delegates.

Park S. Florea, of New York, was elected secretary-treasurer.

Milwaukee was selected for next year's convention.

The election of Mackintosh over Hopkins is regarded as a victory of the West over the East. The delegations from New York, Philadelphia, Baltimore, Boston, and other eastern clubs were lined up for Hopkins, while Chicago, St. Louis, and other western clubs supported Mackintosh. Atlanta members, who from courtesy to the visitors, wished to refrain from voting, were finally persuaded to do so, and gave a majority to the winning candidate. The newly-elected president is the youngest man yet to hold the office of president of the A.A.C.W. He had the special recommendation of the poster inter-

ests, represented by Judge Frost of Chicago, counsel for the Poster Association.

District vice-presidents for half the total number of districts were elected. The elections for the odd-number district vice-presidents will be held next year.

District 2 — H. H. Charles, Charles Advertising Agency, New York.

District 4—Frank E. Lowenstein, Atlanta.

District 6—Judge Charles J. Orbison, Indianapolis.

District 8—C. G. Ferguson, Minneapolis.

District 10—Harold Kayton, San Antonio.

District 12—Don Francisco, San Francisco.

District 14—W. S. Crawford, London, England.

Mr. Lowenstein, Judge Orbison and Mr. Crawford were re-elected.

The general convention divided the Pacific Coast district into two sections and made Australia and New Zealand a separate district. William G. Strandborg of Portland, Ore., the retiring vice-president of district 12, was elected vice-president of the new North-western district. E. J. W. Caldcott, of Brisbane, Australia, was elected vice-president of the Australia-New Zealand district. Canada, as an odd number district, retains its present vice-president, F. W. Stewart, for another year.

Amendments To By-Laws

The by-laws were amended so that Louisiana was transferred from district 7 to 10; North Carolina and South Carolina from 3 to 4; and Kansas from 9 to 7.

The Pacific Coast district was divided to make Washington, Oregon, and Alaska district 12, and California, Nevada, and Hawaii district 13.

The changes make twenty-two districts instead of twenty, and seventeen vice-presidents instead of fifteen.

According to P. S. Florea, of New York, manager of the Association, the individual membership of the A.A.C.W. has increased from 17,840 a year ago to 20,841. He further reported that during the year $31,289 had been sold in new sustaining memberships. The financial statement showed the Association to have at the close of the year total assets of $47,967. The excess of assets over liabilities was $28,440. Mr. Florea announced that an expert audit, made by a firm of professional auditors, would be available to all the clubs within a short time, the executive committee having authorized him to circulate the reports among the clubs. From 174 clubs a year ago, the organization has since grown until there are now on the rolls 213 local advertising clubs.

Charles Henry Macintosh
Newly elected President of the A.A.C.W.

Mr. Mackintosh began his work on the Duluth Daily Star in 1908 and the following year opened an advertising agency in Duluth. Founded and was thrice president of the Duluth Advertising Club. In 1916 and 1917 he was governor of the ninth district of International Rotary. In 1918 organized and became first president of the National Association of House Organ Editors. In Atlanta he was chairman of the national exhibit committee of the convention and in charge of the advertising exhibit and the educational committee's program.

Resolutions of general interest pased were those which (1) approved the plan for a permanent building devoted to advertising, printing and publishing at the sesqui-centennial exposition to be held in Philedelphia in 1926; (2) opposed the repeal of the law providing for the filing of sworn circulation statements by daily newspapers with the post office; (3) opposed the Federal Trade commission's activities to enact legislation by which group advertising may be classed as unfair trade, or in violation of the anti-trust laws; (4) approved legislation to prevent dumping of foreign-made goods into the American market to the detriment of home manufacturers; (5) pledged aid to help educate the American people to the benefits to be had from using the services of the Department of Agriculture; and (6) thanked the convention speakers and those responsible for the excellent exhibit of advertising. A recommendation was also adopted directing the newly-elected executive to employ the most capable man available to direct from the headquarters office the educational work of the Association.

It is the expressed intention of the incoming president to visit every club in the A. A. C. W. next year with a view to the expansion of such educational work. And since his term of office under the new ruling will be three years, he will have ample opportunity to carry out his plans.

While the business sessions of the Convention did not begin till Monday, almost all the larger delegations arrived on Sunday, and attended the great inspirational meeting in the afternoon which was addressed by Henry J. Allen, Governor of Kansas, and publisher of the Wichita Banner. Samuel C. Dobbs, one of the Association's early presidents, presided. To the greetings of Governor Hugh Dorsey and Mayor James L. Kay, of Atlanta, President Rowe Stewart made an appreciative response, in which he praised highly Atlanta's hospitable reception of the delegates.

On Monday morning the real work of the convention began. Prominent among the speakers at the general sessions of the day were Herbert S. Houston, who discussed "The Spirit of the Convention," and Senator Walter E. Edge of New Jersey, who spoke on "Getting at the World Markets to Build New Trade." The sessions on Tuesday and Wednesday were chiefly given up to departmental meetings at which the various groups were addressed by Harry Tipper, who took as his text "An Analysis of Marketing Costs;" Roy S. Dur stine, who discussed the question of fitting copy to meet the new con-

Carefully Read— News and Advertising

Globe subscribers are usually the leaders in their communities. They are the representative families in Tor. onto and Ontario. What they do ***to-day*** is what many other people will do ***to-morrow***. To win their support or their trade is to enjoy a wide circle of confidence which turns to profit.

The careful and interested reading of The Globe by subscribers is what makes it so valuable as an advertising medium. ***The advertising shares in the interest with which the reader follows the news and editorials.***

Your advertising is profitable only as people read it and follow it. The Globe ensures great numbers of readers with its circulation of over 100,000 per day ;

—it ensures the careful reading of advertisements because its news and editorial columns are carefully read ;

—it ensures confidence in advertised products because of the confidence in which it is held ;

—it ensures action on the part of the reader because subscribers of The Globe have the means to satisfy their needs and desires.

Let THE GLOBE be the backbone of your advertising in the Toronto and Ontario market.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

ditions; H. R. Wellman, professor of Marketing at Dartmouth College, who gave an exposition of the use of color in advertising; and John E. Millea, of the Babson Institute, who pointed out the advantages of motion pictures as a method of teaching technical subjects. Attendance at the departmental sessions was for the most part large and enthusiastic, and the ideas and suggestions conveyed by the various speakers sound and practical.

Viligance work mainly occupied the A. A. C. W. during the past year. Much regret is felt over the resignation of Richard H. Lee as councellor-director to join the Lord & Thomas agency of Chicago. His work, as evidenced by his report to the Convention, was marked by exceptional ability and a high sense of duty, and the incoming president may have some difficulty in finding a suitable successor to the office.

The waning interest in the Association's activities, manifested at the Convention, will be largely revived, it is expected, by the new Hopkin's platform which expands the presidential term from one to three years. Advantage, too, is on the side of the new president, inasmuch as, under the ruling just adopted, he will have the assistance of an advisory committee of four members to be appointed by himself, who will act with him in the effective administration of the business of the Association. The executive committee will continue to exercise the functions as now outlined in the constitution and by-laws. The members, however, will be made to understand the importance and necessity of personal contact with clubs in their district. District organizations will be enlarged to create and direct district conventions and other activities to the end that an harmonious agreement may exist between the various territorial districts and central organizations, and that each individual club may function the better by having advice and help of representatives of the general organization. Such a policy, properly developed and applied, should do much to put the Association on a strong and enduring foundation.

> IT seems perfectly clear that the advertising profession will not rise to its proper level until we go beyond copy and mediums, beyond the product to the very reputation and good name of the firm itself; beyond the individual to the very things which are best for the nation as a whole.
>
> —RICHARD H. LEE
> Director of National Vigilance Committee, A.A.C. of W.

* * *

CHURCHES PLAN DOMINION-WIDE ADVERTISING CAMPAIGN

Presbyterians responsible for local newspaper campaign to stimulate summer Church attendance. Point of emphasis that attendance at Church and Church membership can be neglected only at the peril of private and public weal.

Written for MARKETING by J. L. LOVE

The growing attention devoted to church advertising is strikingly illustrated in a series of specimen advertisements, to be adapted for use in local papers, just issued by the Publicity Department of the Presbyterian Church in Toronto. A proof sheet containing fourteen suggested newspaper announcements is being mailed to every Presbyterian minister in the Dominion.

The issue is timely in view of the General Assembly recently concluded. Filled with enthusiasm generated at the great denominational conclave, pastors and delegates who see this practical aid for filling vacant pews will be inclined to use it without delay. If there is any virtue in newspaper advertising as applied to churches—and only the hopelessly conservative will question this—the results from a wide use of this publicity service cannot fail to be most gratifying.

POINTED AND PERSUASIVE

In addition to their timeliness, these Presbyterian Church advertisements are pointed and persuasive. They exhibit a happy medium between dulness and sensationalism. Both in typography and illustration they will not suffer by contrast with the expertly prepared displays of national advertisers amongst which they will appear. In one or two cases the illustrations are slightly symbolical in character, but the majority are of scenes and individuals common to everyday life. For example, the Sunday golfer and motorist are shown. In one picture a business man is seen seated at his desk and talking into the 'phone. Three domestic scenes of family life, such as the newspaper reader is familiar with in advertisements of flour, or washing machines, or something equally homey, are given. There is one view of a farmer packing a barrel of apples in his orchard. Several others illustrate different angles of church life and activities. Throughout, the idea has been successfully achieved to make the advertisements attractive to the eye.

Golf or a Sermon?
Of course you need recreation, plenty of it—but your soul needs culture, too. It can best be nurtured by regular church attendance. Do not deceive yourself. "Whatsoever a man soweth that shall he also reap." Neglect the things of religion at your peril.
You would not live in a community without a church. Give it your support—your time, your brain, your thought, as well as your money. Come to church Sunday.
For the wages of sin is death; but the free gift of God is eternal life through Christ Jesus our Lord.

Aimed at the man who feels that Sunday is a day of dive sions

Here's the Key

to a Strong Buying District

It opens the door to Canada's eighth manufacturing city and to a territory with a population of 125,000.

Here is concentrated Purchasing Power, reached through a newspaper that dominates its field and circulates in that field *almost exclusively.*

Brantford Expositor

In the wealthiest 35 square miles of Canada

has won exclusive service for its home city and adjoining counties by a constant increase in reader confidence and a consistent advance in journalistic prestige.

Without the Expositor the door to Brantford and to Brant and Norfolk counties remains closed. That is why the Expositor is a "Key Paper," necessary in every national campaign.

"You can count on us when you count us on"

the copy avoids any appearance of "preaching." It measures up to the standard of the illustrations and is eminently readable, provoking thought and stirring conscience.

The whole format and method of appeal make a pleasing break with the fly-blown tradition that a one-inch bare announcement of "Morning at 11: Evening at 7" comprises all that the law and the prophets allow as a dignified church advertisement.

Innocent of Propaganda

An outstanding feature of the series is its extreme catholicity. Nowhere is the Presbyterian denomination, or any particular Presbyterian church, referred to directly or indirectly. It is intended that the name of the local church and the hours of service should be run under each advertisement, but the copy is innocent of any propaganda for any specified religious body. The advertisements can be used by any Protestant denomination without the alteration of a single word or expression. A study of the captions indicates this characteristic. Such phrases as "The Way to Happiness," "A Town's Solid Citizens," "Blue and Discouraged?", "Too Busy," "Golf or a Sermon," "For Women Only," "Those Children of Yours," "What Does Your Family Think of You?", are all used to adorn the moral that attendance at church, and church-membership, can only be neglected at the peril of private and public weal. The value of a church to a community is stressed. Church-going as a source of happiness, culture, efficiency, mental and physical recuperation, right thinking and right living, and good citizenship generally, is the theme on which the changes are rung with lucid and logical insistence.

No One is Perfect
Ever have the idea you are not good enough to join church? Forget it!
No one is perfect, but every Christian is striving toward the perfection set by Jesus Christ. Take one step at a time.
Attend church services regularly. Study the Bible at home and in Sunday school. Perhaps you attended Sunday school years ago. You still need the same old Bible. It has a message for you and your children. Come to Sunday school and church.
The blood of Jesus Christ cleanseth us from all sin

To meet the objection of the one who says "I'm not good enough to go to Church"

In preparing these advertisements, the Publicity Department has kept in mind particularly the small town church. The advertisements vary in size from 2-column, 84 inches, to 2-column, 126 inches. They are such that the smallest newspaper plant can compass. The illustrations may be obtained in electrotype form, mounted on wood, at 70 cents each, or five for $3, postage prepaid. If the illustration and type together are required in plated form, these may be hired through the local publisher for $2.25. In a form letter accompanying the proof sheet, the suggestion is made that part of the series should be run during the summer months, and preferably when the pastor is absent on vacation, in order to maintain continuity of interest in the church.

* * *

How Newspaper Advertising Aids Distribution

Effective methods of using newspaper publicity to enlist the active co-operation of the retailer clearly illustrated in an address delivered before the A.A.C.W. Convention.

By Marquis Regan

During the past five years, a new vision of the power of local newspapers has reached many sales directors in this particular respect; that sales effort by the retail trade cannot be maintained continuously month in and month out; that constant competition by twenty or thirty national advertisers for the exclusive attention of the dealer cannot possibly be successful. The new idea, the success of which is now proved beyond any question, is for the advertiser to set aside certain periods during the year when he is legitimately entitled to the dealer's co-oporation; to give the dealer unusual co-operation at these times, with full advance information as to what the sales effort is to be and what it will produce for the dealer. Newspaper advertising occupies almost an exclusive field in crystalizing the dealer's sales effort for such campaign.

Let me illustrate how this worked by some practical examples. In 1916 the American Eveready Works wished to establish its Eveready trademark in the public mind as applied to electric flashlights and

Those Children of Yours
Are you sitting down with them regularly and teaching them the principles of uprightness, honesty and fair play? Instruction in religion is excluded from most public schools. Unless you take your children to Sunday school they may not learn the truths your mother taught you
Start the Children Right
Give your boy and girl the best start in life possible. Take them to church and Sunday school. Lessons learned in youth will never leave them. If you are not connected with another congregation we shall be glad to have you worship with us.

Pointing out the need for religious instruction in the home

A Town's Solid Citizens
Church membership does not insure a man's honesty, integrity or kind-heartedness. But in every town the people who are relied upon to support the best interests of the community are usually those who are found in the church of their choice regularly on Sunday morning
Go to Church Every Sunday
Why not emulate Christ's example and yourself go to church—not only this Sunday, but every Sunday. Bring your children to Sunday school. Learn what the Bible teaches about your relation to others. It will mean a happier household and a pleasanter life. The people of our town who make the greatest contribution to the culture of the community go to church.

Emphasizing the value of the Chu ch to the community

Any Dealer in CALGARY *will say* *'Use the* HERALD'

CALGARY is a long way from the source of most so-called *national* advertising. The media of such advertising become pretty thinly distributed by the time they reach Alberta. Consequently, Calgary dealers urge for a strong local campaign to stimulate demand in their immediate territory.

Any dealer in Calgary will advise using The Herald. Calgary merchants are aware of the tremendous pulling-power of The Herald. Many of them have experienced it in the case of their own retail advertising. Even those who have not, fully realize the influence of The Herald upon the community.

The Calgary Daily Herald is an evening newspaper. It has the largest evening newspaper circulation on the prairies, outside of Winnipeg. The Herald must be on the list for any successful consumer campaign addressed to Western Canadians.

Largest Evening Newspaper Circulation Between Winnipeg and the Coast

The Herald Publishing Co. Ltd.
CALGARY - - - - - - - ALBERTA

Representativees for Eastern Canadn :

EDGAR J. GUY	Royal Bank Building	Toronto, Ont.
E. L. McARTHUR	232 St. James Street	Montreal, Que.

Representatives for the United States :

HENRY De CLERQUE, Inc.	800 Mallers Building	Chicago, Ill.
HENRY De CLERQUE, Inc.	17 West 42nd Street	New York, N.Y.

Representatives for the British Isles :

F. A. SMYTH	29 Ludgate Hill	London, E.C. Eng.

In CALGARY
The HERALD
Gets first attention

batteries. The Company had some 15,000 dealers and several hundred distributing jobbers, and these jobbers had several thousand salesmen, all selling the Eveready product to the trade. We planned the name contest campaign which was offered to the public through the dealers' stores and brought 531,000 replies. The publicity of this campaign is a matter of history, but few people realize that a large share of its success was due to the use of local newspapers by a large proportion of the more than 30,000 dealers who participated. We sent our own salesmen out canvassing the dealers of the country and took their signed agreements to use local newspaper advertising. They tied this up with their contest window displays, and their sales during the single month of October, 1916, were so large, and the turnovers of goods so rapid, that several thousands of dealers have continued to advertise Eveready goods in their local newspapers ever since.

The Company had never used any newspaper advertising and did not buy any space during that campaign, but the results were so clearly shown that when the contest awards were announced in April, 1917, the Company purchased newspaper space throughout the country and the dealers spent of their own good money several times what the Company spent in local newspaper advertising to make the prize announcement campaign a complete success.

From this point, the use of newspapers by Eveready edvanced rapidly. Competitive conditions were very bad in many leading cities, and cut prices among competitive dealers were a constant source of trouble to the dealers selling Eveready flashlights. The answer to this problem was found by throwing the sales organization into these cities, getting the dealer to stock the goods, and display and push them on the strength of local newspaper advertising during certain specified weeks and months. The net result was a most gratifying total of sales and the establishment of thousands of dealers whose Eveready business has grown steadily ever since. This work took place during 1917, 1918 and 1919. Here also was shown how the symbol designating the regular Eveready dealer's store, could be advertised in the newspapers so that the public would recognize it and look for it, going down the street.

As a result of the Company's experience in merchandising its goods with newspaper co-operation, newspapers were selected as the leading medium for the $10,000 contest campaign which was put on throughout the country during June and July, 1920. Preliminary to this campaign, the dealers were thoroughly informed as to the local advertising, and on the strength of the plan more than doubled their purchases of Eveready goods for the first six months of the year as compared to the first six months of 1919.

* * *

THE ANALYSIS OF MARKETING COSTS

The necessity for more intensive selling effort will increase the cost of distribution unless the wastes in marketing are determined more accurately and the individual unit of effort made to produce more effectively. From an address delivered before the A.A.C.W. Convention

By Harry Tipper

For a good many years the question of production has been paramount in our industrial history. Enormous natural resources, rapid growth of population and our position have demanded a development of production facilities calculated to challenge the ingenuity of the construction man, the engineer and the industrial executive.

In the meantime, marketing methods have demanded wide spread development rather than the study of intensive cultivation. Wherever the competition has been sufficiently keen to require closer examination of prices, the burden has been shifted easily from the commercial end of business to the production end, and the ingenuity of the production man has met the demand in lower manufacturing costs.

The mechanical equipment of industry for production is pretty complete to-day and its proportions are so vast that progress in the improvement of manufacturing cannot be expected to meet all the requirements of future competition. Part of the burden of increased efficiency must fall upon the commercial or marketing end of business, and marketing must be examined more closely, its cost determined more carefully and its wastes calculated with greater understanding.

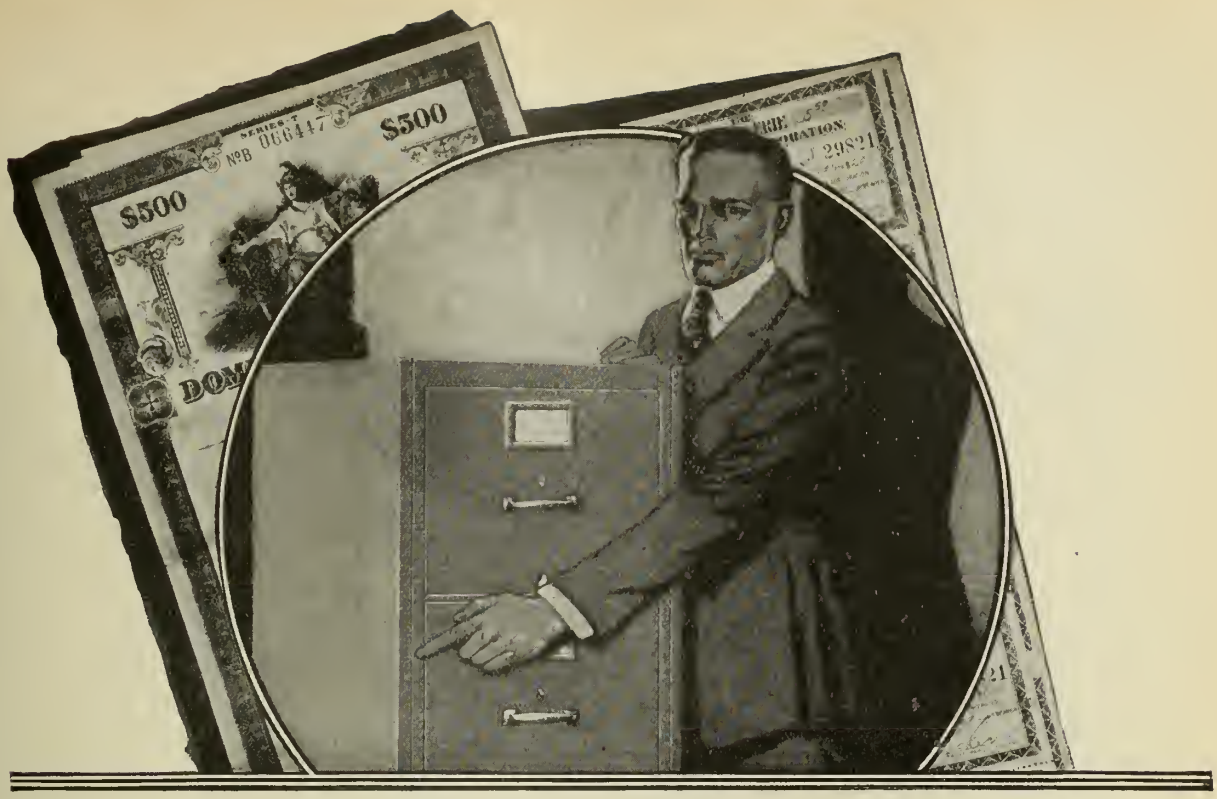
An examination of the growth of industry from the beginning of the factory development shows that in the hand work period almost all of the sales prices was absorbed by the labor and capital involved in production.

Growing Cost of Distribution

The cost of selling or marketing was negligible. In the consolidation of manufacturing into larger and larger units of production, the area of distribution from a single factory increased with increase in the consolidated manufacturing capacity. Consequently the proportion of sales price required for producand marketing correspondingly increased.

The consolidation of manufacturing, the improvement of machinery and the development of communication, the economies secured in manufacturing were sufficient not only to offset the increased cost of distribution and marketing, but enable the manufacturer to reduce the price constantly.

About the beginning of the Twentieth Century the increase in the cost of distribution and marketing reached the point where it could not be entirely met by improved economies in



Make your money buy Safety as well as Service

Wise investors put their money into Government Bonds or gilt-edged securities. Why? Because the risk is lowered. The "margin of safety" is increased.

Why not buy your filing cabinets on this basis. Make your money buy safety as well as service.

FIRE-WALL FILING CABINETS
Steel-*plus*-Asbestos

"Fire-Wall" means better protection—an increased "margin of safety" for your business records. "Fire-Wall" cabinets are built to give you more safety. A curtain of asbestos, between two sturdy walls of steel, stands between your valuable records and the fire that may bring misfortune upon you. Consider safety when buying filing cabinets. "Fire-Walls" are an investment in better protection for your business records.

Drop a card in the mail to-day for a copy of "Protection for Your Business Records." Address nearest service store or Home Office.

Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

1008

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

manufacturing and prices began to rise in all industrial countries distributing over wide areas.

These increases have been accelerated by the increase in labor and other costs in the actual production work, but they have been based upon the increased cost of distributing a larger volume of product over a wider area from a single manufacturing point.

The economic conditions governing the matter may be stated as follows: The consolidation of larger manufacturing capacity in one organization tends to decrease the cost per unit of production up to the limit of human efficiency, because many of the operations do not require a proportional increase.

The cost of distribution and marketing over a larger territory, tends to increase the cost per unit of product because the operations must be duplicated in many cases and not consolidated.

The war has left the United States with a manufacturing capacity of very large proportions. In 1910 the manufacturing capacity of the United States was equal to the combined manufacturing capacity of Great Britain, France and Germany. In 1919 the manufacturing capacity of the United States had more than double the combined manufacturing capacity of the three countries mentioned and only three quarters of the combined population of these countries. In other words the manufacturing capacity per capita in the United States is almost two and one half times that of the combined countries of France, Germany and the United Kingdom.

With this enormous increase in manufacturing capacity, it is necessary that the markets of the United States should be extended into other countries, that the people of the United States should be induced to consume more of the products manufactured in this country, and therefore, that the manufacturing effort should be greatly intensified.

Need For Intensive Marketing

This necessity for a more intensive marketing effort will increase the cost of marketing unless the wastes in marketing are determined more accurately and the individual unit of effort made to produce more effectively.

> IT is a fundamental principle with our sales organization that it is not only necessary to sell a man, but that it is necessary that he be kept sold. We believe in our salesmen keeping in touch with their customers, and our salesmen steadfastly carry out this rule.
>
> —F. M. TURNER
> *The Knapp Company, New York City*
> at the Atlanta Convention

At the present time, the manufacturing cost for the production of most commodities is less than half the sales cost for that commodity. Where the commodity must pass through the hands of several lines of distributors, before it reaches the user the manufacturing cost is frequently from one-quarter to one-fifth on the total which the user must pay. All the rest of the charges are charges for physical distribution and for marketing. Even in the basic industries, the cost of the physical distribution, the local storage, the retail selling, and so forth, amounts to as much or more than the cost of actual production.

It takes more people to distribute and deliver a thousand dollars worth of products today than it did ten years ago. It is possible to produce a thousand dollars worth of products with less labor than was required ten years ago. The cost of transportation on railroads, waterways, by gasoline and electric vehicles and by all other means has increased. The physical cost of covering a square mile of territory by salesmen has increased. The cost of warehouses, rehandling and all the motions necessary for breaking and repacking have increased.

Every item that goes to make up the expenses of marketing a product has increased and these increases must be met in the more severe competition of the future, by an increased efficiency in the analysis, examination and development of marketing methods.

In the endeavor to determine the figures upon which such a marketing analysis can be based, a number of investigations have been examined and a volume of statistics scrutinized, to arrive at an average condition which would indicate the tendency and the present position.

Obviously, these statistics are not complete. Additional information will alter a good many of them. However they are useful in showing the tendency for all distribution and marketing expenses to increase and the large proportion of total sales costs which belong to the commercial costs of marketing.

The average discount required by retailers of all classes from the consumer's sales price is 31 per cent plus. The average cost of doing business for these same retailers is 26 per cent. plus. Many commodities which turn over very rapidly are sold regularly at a price slightly above the retailers' cost and frequently at a price which permits of no profit.

The average required by jobbers from the consumer sales price is 13 per cent. plus and the average cost of doing business is 10 per cent. plus. These averages are of little value to the individual manufacturer. They are of importance only in their indication of the amount required for the distribution of goods, in proportion to the amount required for actual menufacture including capital and by the increase in labor costs in the last three years. Neither is it possible to look for much of a reduction in the price of labor. In the case of most commodities handled by jobbers and dealers, the labor represents between twelve and fifteen per cent., while raw materials represent by far the largest item in the costs.

In most concerns the practice has been adopted of entering against overhead or administration, a considerable part of the inside expense, devoted almost entirely to the marketing

(*Continued on page 462*)

MULTIPLY
THE
Vancouver Daily World's
Circulation by Four

BUYERS of Newspaper space were quick to appreciate the service rendered by the A.BC. in giving an impartial audit of Circulation. It is worth a good deal to know just what you are buying in paid Subscribers. But, to most men who are investing money in advertising, the A.B.C. gives them more information when it shows just where each paper goes. They realize that they can multiply the "home circulation" by four to arrive at an approximate number of readers of the "home" Newspaper.

Every Seven Years

Investigation has proven that each seven years creates a new Buying-Public. The boys and girls who read THE VANCOUVER DAILY WORLD today will be the purchasers of tomorrow. To National Advertisers it must be apparent that in using a Daily Paper that goes into the home they are not only creating immediate sales but building goodwill for the future.

The World is a Home Paper

If you will analize your A.B.C. report of THE VANCOUVER DAILY WORLD you will find that an unusually large percentage goes into the home. THE WORLD is complete with bright, special features that appeal to every member of the family—mother, sister, brother and dad.

"Watch The World Grow"

For Information—

Eastern Agent
J. B. RATHBONE,
TORONTO, 95 King East,
MONTREAL, 317 Transportation Bldg.
And Recognized Agencies.

United States
CHAS. H. EDDY CO. (Incorp.),
NEW YORK, Fifth Avenue Bldg.
CHICAGO, People's Gas Bldg.
BOSTON, Old South Bldg.

The Farmer-Owned Press:

A Dominant Group of Farm Journals Possessing National Circulation From Atlantic To Rockies Offers Unusual Pulling-Power Due To Reader-Ownership

THERE are three farm journals in Canada which may be logically grouped together owing to the unique auspices under which they are published. They form a class within a class.

Agricultural journals comprise a distinct class of publication. In the sense that farming is a trade they are trade papers. In the sense that farmers, especially in this country, form an immense section of the consuming public, they are consumer publications.

Within this class in Canada there is a group of three papers owned and controlled by their readers, that is to say, by farmers. They are not ordinary or average farmers. They are the practical and progressive farmers who have seen the advantage of joining the United Farmers movement and have pledged themselves to support its official organs.

This movement is neither a new thing nor a sectional thing. It is not a short-lived fad. It began nearly twenty years ago and it has spread from the Rockies to the Atlantic. It has been and will continue to be a tremendous force, vitally affecting the internal destinies of this Dominion.

The official organs of this movement are : The Grain Growers' Guide in the West ; The Farmers' Sun in Ontario ; and The United Farmers' Guide in the Maritime Provinces. But they are much more than mere official organs. Each of them is owned and controlled by the United Farmers' organization in their respective territories, which means that the *reader-owners* are actually interested in making them pay. They are naturally receptive to

the advertising which appears in their own media, and it is possible for the management of these papers to urge the purchase of products advertised in their columns with a great deal more effect than is the case with privately owned publications.

Each of these three papers has the largest circulation of any agricultural publication in their respective territories. JOINTLY THEY OFFER 142,000 GUARANTEED CIRCULATION BETWEEN THE ATLANTIC AND THE ROCKIES. They are all A.B.C. members.

The farmer-owned press should head the list for any national campaign addressed to the farmers of Canada. For sectional campaigns they may be bought separately. Whether used in combination or individually they will be found to have dominant influence in the three sections of circulation, owing to their unique reader interest and patronage.

Dominant Circulation Among English-Speaking Farm Homes From Atlantic to Rockies

GRAIN GROWERS' GUIDE
WINNIPEG, MAN.

UNITED FARMERS' GUIDE
GARDENVALE, P.Q.

THE FARMERS' SUN
TORONTO, ONT.

MEMBERS OF A.B.C.

Joint Circulation Guaranteed - - 142,000

ADVERTISING OFFICES:

TORONTO : 53 Yonge St.
MONTREAL : Gardenvale P.O.
WINNIPEG : 290 Vaughan St.
NEW YORK : 1478 Broadway.

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

BERTRAM R. BROOKER, Business Manager

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 13 JULY 1st, 1921

Solving A Difficult Problem

More and more the opinion is gaining ground that the ability of the manufacturer and the retailer to conserve the value of their advertising, to increase sales, and to render a proper service to the customer at the lowest possible cost, depends in the long run upon the retail sales-person. And nowhere has this changing attitude been more evident than at the sessions of the recent Atlanta convention where throughout the principal educational addresses the pressing need for adequate training in retail salesmanship was sounded with unmistakable force and clearness. Better salesmanship behind the counter is first of all demanded; then service to the customer after the sale is closed. Already the incoming president of the A.A.C.W. has announced that the Association is at work on a course of instruction in retail selling which will be offered to all retail salespeople in the two hundred cities where the organization now has local advertising clubs.

Such a move will directly benefit the retail storekeeeper; it will benefit as surely, if indirectly, the wholesaler, the manufacturer, and the public. The course as planned, will embrace the findings of hundreds of men and women members of advertising clubs who are reporting their experience in retail stores to indicate just what sort of training is required to help the average store employe. It will thus be made to meet actual, not imaginary, needs. It will teach salespeople how to know their goods, how to demonstrate their goods, and how to deal successfully with varying types of customers. If it merely induces the employe to study with any degree of thoroughness the merchandise he has to sell, it will accomplish much. More sales are lost as a rule through lazy and indifferent salesmanship than from any other cause.

In his address before the convention, Arthur Freeman of the Affiliated Retail Stores, New York, illustrated this point very effectively.

> A woman enters a store to buy piece goods for a dress (he said) and is fortunate enough to be greeted by a sales girl who knows her business. She makes suggestions as to the material most suitable to the needs of the customer, and the trimmings and other accessories that would best go with the material selected. She suggests a pattern and tells just how much material will be needed, saving the customer the loss which so often comes through the purchase of a larger piece than necessary, or the loss of time and other possible disappointments that may result from buying too little.
>
> Compare that customer's experience with that of another who is served by a sales girl who does not know, or does not care to know, how to serve a customer. She asks for a given number of yards of piece goods. She buys and leaves the store.
>
> The first customer gets a good deal more for her money. Because of information and suggestions the girl imparts, the merchandise gives her greater pleasure, is more profitable to her. By following the suggestions of a capable sales woman, she is saved from losses and disappointments.

In considering the situation from the consumer's point of view, Mrs. Christine Frederick of New York, founder of the Applecroft Home Experiment Station and a lecturer and writer on household economic problems, took the stand that "service must supplement sales."

> No manufacturer is justified (she said) in selling an article which the consumer cannot use and get results from. I know of a New Jersey suburb where three hundred electric ranges were removed from homes. They were taken out, not because they were poor installations, but because the women and maids didn't know how to use them. Is the device working right? Do you understand it? There should be a service department which would pay just as much attention to the article after it is sold to help make the user satisfied as there was effort made to induce her originally to purchase it. One department must supplement the other if the manufacturer is to avoid comebacks and the consumer is to get the highest satisfaction.

It is the irresistible logic of such arguments as this that makes one realize the eminently practical value of the work which the A.A.C.W. has undertaken. It is probably one of the greatest movements the Association has ever begun. It is not surprising, therefore that, owing to the firm economic foundation on which it rest, it should have the enthusiastic approval of all who are immediately interested in its accomplishments. If approval can be translated into action the success of the plan seems assured.

THINK ENGRAVERS SHOULD RESIST UNION

Combine lays itself open to accusation of collusion with its employees to maintain excessive prices and coerce less avaricious employers into maintaining an artificial level of prices. Unlikely that buyers of engravings will continue passive under conditions imposed.

Interest continues to be centered about the suspended decision of employing engravers in Toronto to discontinue allowing discounts to agents and publishers. The belief seems to obtain that the opposition of agents and the articles in MARKETING, which have brought the matter into the limelight, have resulted in hesitation on the part of the engravers to put the threatened discontinuance of discounts into effect. The firm stand of the Typothetae against the demands of the Typoghaphical Union may also have had some effect, inasmuch as a great deal of criticism has been levelled at the engravers for their disposition to accede too easily to the demands of the I. P. E. U.

When the discontinuance of discounts was first mooted one Toronto engraving concern instructed its representatives to inform clients that the only reason back of the decision was the ruling of the union. The union was depicted as a rapacious gang utterly opposed to a reduction of wages in keeping with other industries, determined to use the strike weapon to maintain the present scale, and following an analysis of government reports showing the profits of the engraving industry—officiously demanding that their employers cut out discounts. The suggestion was made that engravers' profits are so small that the employees were afraid that if the matter of wages were to be arbitrated a reduction would be ordered. Their ultimatum was consequently pictured as being a defensive measure on the part of the men to make sure their employers would earn enough to pay a high scale.

MIGHT BE RESISTED

This version of the situation is branded as wholly unauthentic by many buyers of engravings in the past few weeks. It is stated that the union threat to pull its men out of shops which continue to grant discounts is a half-hearted demand that might easily be resisted, and one which the men had no hope of seeing granted when they propounded it. It is claimed that in another quarter that the demand was not accompanied by a strike threat. One large customer of a Toronto shop, who saw a copy of the letter from the headquarters of the I. P. E. U. at Chicago, states that it is couched in very general terms, and merely points out that more profits would accrue to the industry if the services of their members were sold at a fair price. It includes an announcement that on and after April 25, the services of union employees must be sold at a fair price, not subject to discounts, rebates or cut rates.

It is also noticed that while some engravers have been urging this aspect of the situation, taking the attitude that they personally would like to see discounts continued if it were not for the insistent demands of the union, at least one prominent Toronto engraver is not stressing the union demand, but is discussing the issue with his customers from a high ethical plane. This firm argues that agents are not entitled to discounts, that a discount is in the nature of a bribe, and that agents and publishers who create and develop business for engravers are serving their own ends and the ends of their clients for which they are fully compensated through the regular channels. A representative of this firm is quoted as saying that the various allied industries engaged in the business of advertising are all links in a great chain, that they should adopt a policy of give and take, work for each other and the general interest at stake, without thought of immediate gain.

PRICES EXCESSIVE

This is simply "fine talk", especially when it comes from the membership of a combine which has shown little desire to reduce profits, and has laid itself open to the accusation of collusion with its employees to maintain excessive prices. If prices were not excessive, it is pointed out, there would be no necessity of so close a combination between employers and employees—amounting to what has been labelled both here and the United States as an attempt to establish Soviet principles. If prices were really "fair" there would be no necessity for the threat to pull workers out of shops who find it profitable to operate below the scale. It is because prices are excessive that some engravers wish to break away from the combine and sell their product at a reasonable profit, in the belief that more business could be secured on such a basis. One large firm in Canada has broken away, and in spite of the union and the combine is operating a big shop and selling engravings on a fair cost-plus plan. It is the fear that other shops may do the same that prompts the engravers to embrace the proposition of the unions to enforce "fair" prices by such threats. It fits in with the plans of the profit-grabbing element among the employers to coerce the more reasonable and less avaricious engravers into maintaining an artificial level of prices.

Almost every other industry is resisting union demands or actually putting wage reductions into effect in order to bring costs down to a sane level.

The heads of these industries are convinced that a normal volume of business cannot be secured without everybody sharing in a general reduction of wages and profits. In spite of this general tendency the engravers have shown no disposition to break from their necks the union yoke. Instead, they readily succumb to fresh dictation from Chicago and threaten to discontinue discounts legitimately earned by agents and publishers, who unquestionably lessen the engravers' selling expense by their creative and development work and their handling of orders.

The viciousness of the combine is in the fact that the Engraving Association seems to welcome the dictation of the I. P. E. U. because it prevents the reasonable-minded employer from operating on a fair price level.

That buyers of engravings will continue passive in the face of such conditions is growing more and more unlikely. The same situation which brought about the passage of the Meyer-Martin bill in the New York state legislature is developing here, and will meet with the same drastic remedy if pushed much further.

Combinations in restraint of trade have not become a household word in Canada as yet, and any attempt to introduce them into the commercial life of this country via Chicago will be strenuously resisted as soon as knowledge of the actual conditions becomes generally understood.

* * *

Striking evidence of a general movement among American business men having large interests in Canada to right the exchange situation was forthcoming recently when it was announced that Peabody, Houghteling and Co., of Chicago, had applied to the Canada Life Assurance Company for a $750,000 policy on the life of Alexander Smith, President of that firm. The policy was issued through the Chicago office of the insurance company, and Mr. Smith is heralded as a pioneer of the movement to "trade with Canada" which is starting on the other side of the line.

* * *

The National Shoe Retailers' Association of Canada and the Shoe Travellers' Association will hold a joint convention at the King Edward Hotel, Toronto, on July 12-13-14.

* * *

Copy for Koreen Hair Tonic, placed direct by the Koreen Co., Pender St. West, Vancouver, is appearing in Western dailies.

FIGHT FOR "OPEN SHOP" SPREADS OVER CONTINENT

International Typographical Union is up against first concerted, continent-wide resistance to its demands. Many large cities in U.S.A. maintaining open shops. Battle in Canada centred in Toronto, with Montreal and Winnipeg preparing to take up cudgels on July 1st.

The International Typographical Union is getting the first real "bump" in its history. Close to 20,000 journeymen printers were pulled out of shops in over 100 cities on this continent during the past two months. Many of these are now back to work. In some cities the employing printers have gained decisive victories; in other compromises have been struck which resulted in the men going back to work inclosed shops; but in general there has been a noticeable stand on the part of employers to maintain "open shops", and in Canada the position taken by the Toronto Typothetæ is at present attracting most attention, for the reason that while there is little sign of the strikers weakening most of the larger printers are maintaining "open shops" and practically every publication affected is getting out on time.

In United States the fight for the "open shop" is being directed by The Employing Printers of America, with headquarters at Chicago. They report that in some cities, notably St. Louis, Toledo, Cleveland and Pittsburgh, practically ninety per cent of the employers have thrown out the union label.

Below is a summary of the number of plants in large American cities which have switched to the "open" class:

St. Louis	58
Philadelphia	56
Toledo	31
Denver	26
Buffalo	17
New Orleans	19
Fargo	11
Spokane	8

In the south-eastern states over 100 shops had agreed as early as a month ago, not to deal with union labor and more have joined the movement since.

FIGHT CENTRED IN TORONTO

At the moment Ottawa and Toronto are the chief centres of conflict in Canada and the trend to the "open shop" is marked in both cities. As the printing and publication centre of Canada, Toronto is being looked to from all sides as leading the fight against higher printing costs, which is the real issue involved.

Master Printers are convinced that increased wages cannot be paid at this time and that under the conditions a 44-hour week is now economically unsound. They are declaring for the open shop in order to do their part in bringing about efficient production. With the open shop efficiency wins its own reward and the employer can pay for production, and not, as has been rule in the printing trades, a schedule set by certain all-powerful union officials in the United States. The open shop would also overcome the priority rule which encourages inefficiency because it prevents an idler from being dismissed and a producer from getting his just reward.

The policy of the Toronto Master Printers is being widely endorsed by employers generally and satisfactory headway is being made in the establishment of shops on the "open" basis. There are three times as many employees at work in the shops of the Typothetæ at the time of going to press as when the strike commenced. Four firms are working at 100 per cent, and others at 50 and 75 per cent of their former staffs. One firm reports that although operating with a reduced staff its production has already reached normal, which is looked upon as practical proof that under trade union regulations production is often restricted. There are 51 publications being printed outside of Toronto and no report of any papers being forced to suspend have come to the attention of the Typothetæ.

A strong resolution passed by the Purchasing Agents' Association of Canada is but one expression of the whole-hearted support being given employing printers in their fight. Purchasing agents of many concerns which are national in scope are withholding their printing from firms which have conceded the 44-hour week. One large firm has taken the stand that it will not buy from printers who are operating their shops on

In These Trademarks Trust
GUARANTEED
GOLD MEDAL
PRODUCTS
HERCULES
BED SPRINGS
FURNITURE, PHONOGRAPHS,
BED SPRINGS, MATTRESSES
For thirty years the Gold Medal name has been a sure guide to full value in the purchase of the finer grades of home furnishings.
It has been the public mark of a guild of skilled craftsmen, whose every effort is to painstakingly produce only such a quality as time cannot mar—such beauty as fashion cannot change.
These men have been given materials as fine as the world produces.
They have been given ample time to create furniture of lasting worth.
And how well they have succeeded is proved by the growth of the Gold Medal business.
To-day a number of large factories are necessary to meet the demand for Gold Medal products.
Each factory and department is an efficient, specialized unit, devoted to its own part of the Gold Medal line.
Buying raw materials in tremendous quantities, selling through a central organization, has kept the price down to a minimum.
You can go to your furniture dealer and buy Gold Medal products knowing that you are getting the greatest value the market affords—that nothing has been done to cheapen the line—that no piece of furniture has been thrown together for a bargain sale.
The Gold Medal organization has built up its reputation and has expanded by positively and fully guaranteeing every article it manufactures
Remember, in furnishing your home the first cost is not always the last cost. UNLESS THE POSITIVE GUARANTEE OF THE GOLD MEDAL GUARANTEED PRODUCTS APPEARS ON THE ARTICLE
If this trade-mark DOES appear you will know that if you buy a Dreamette it will be mechanically perfect—that if you buy a Phonograph it will be a musical marvel—that if you buy a Gold Medal Mattress it is pure and safe
See Gold Medal Products at furniture stores every
Gold Medal Phonograph
GOLD MEDAL FELT MATTRESSES
GOLD MEDAL PURITY MIXED MATTRESSES
HERCULES BED SPRINGS
GOLD MEDAL ROLL ACTION DAVENETTES
GOLD MEDAL DAVENPORTS
GOLD MEDAL UPHOLSTERED FURNITURE
Including Chesterfields and Cane Suites
THE GOLD MEDAL PHONOGRAPH
GOLD MEDAL RECORD CABINETS
GOLD MEDAL PIANO BENCHES
Gold Medal Furniture Mfg. Co., Limited
TORONTO
Gold Medal Bedding Co., Limited
MONTREAL
WINNIPEG

Manufacturers who are inclined to think of summer in terms of golf clubs, week ends, and frequent recesses from business, might profitably take a leaf from the furniture manufacturers who appreciate the fact that a holiday season doesn't necessarily mean a cessation of buying, and that neither advertising nor sales are to be automatically shut off or turned on as water from a faucet. In other words, buying and selling are inevitable and inseparable parts of our common, everyday activities, and as such will not be denied. True, demand tends to slacken at times, but it can usually be stimulated. And it is just what the furniture men are trying to do—stir up an active interest in their products which may later be converted into sales. The Baker Advertising Agency, Toronto, have charge of the advertising for the Gold Medal Manufacturing Co., Limited.

1866 1921

LONDON, CANADA

"The Paper With a Purpose"

It is a farmer's paper first, last, and all the time

Why is The Farmer's Advocate and Home Magazine the most popular rural advertising medium in Canada?

1st. On the Farmer's Advocate mailing list are the addresses of the most progressive farmers—men of means and intelligence—the great majority not tenants but owners.

2nd. When Farmer's Advocate subscribers write our advertisers they invariably mean business ; as a consequence the percentage of Farmer's Advocate inquiries resulting in sales is much higher than that produced by other publications.

3rd. The best reason of all is the "Reader Confidence" in The Farmer's Advocate, established for fifty years, and based on facts set forth in our last advertisement (see "Marketing" June 1st issue).

One of the best issues of the year for our advertisers is our Annual EXHIBITION NUMBER which will be published September 1st next. See that you have space secured and copy prepared early.

We will gladly send you specimen copy, rate card and other necessary data upon request.

THE WILLIAM WELD COMPANY, LIMITED
Member A.B.C. Since Start
London, Canada
Publishers

The Farmer's Advocate and Home Magazine

"The Farm Family Paper for Fifty-Five Years"

The

Maritime Farmer

Leads in Maritime Canada

For 26 years The Maritime Farmer has served the farm field of the Maritime Provinces.

¶ It is a straight farm paper —not a political organ.

¶ It has had imitators and competitors — but it has outlived them all.

¶ Just to show how firm a hold The Maritime Farmer has on its field —we may mention that in the past years we bought for farm organizations $750,000 worth of goods.

¶ We paid spot cash for every dollar's worth.

¶ We paid the money to advertiser's using The Maritime Farmer columns. We expect to increase this service next year.

¶ And then — *remember* — The Maritime Farmer is the only farm paper printed in the Maritime Provinces.

¶ It's not talk that counts but action—and advertisers in The Maritime Farmer get action and returns.

¶ The best indication of Maritime Farmer advertising values is that advertisers who have been induced to try something else are getting back to their old love—The Maritime Farmer—for real service.

Circulation, 13,800

Rate, 10 cents per line

The

Maritime Farmer

Sussex, New Brunswick

the 44-hour week. The proprietor of one plant who had granted the 44-hour week found he had lost two of his largest contracts. Winnipeg employers are preparing to close their shops, if necessary, should the unions fight for the 44-hour week when their agreement expires on July 1. The following communication from the Secretary of the Winnipeg Association has been received by the Toronto Typothetæ.

"Forty-two offices out of a total of 50 have signed an agreement to resist the 44-hour week to the extent of closing their places on July 1, and remaining closed until they open on the 48-hour week. This is the first time in 12 or 15 years that the unions have had anything like concerted resistance to their demands, and we have every reason to believe that they will not succeed in putting their latest fad over. Every employer says he is determined to stick for the 48-hour if it takes all summer—and it won't.

Some Winnipeg publications have pronounced their readiness to suspend indefinitely rather than accede to union demands.

Stiff concerted resistance is all that is needed to convince printers, and incidentally other trade unions, that their easy victories during wartimes cannot be permanently maintained, but that they, like everyone else, must share in the general process of reflation which inevitably follows a war which must be accepted and encouraged in order to build up peace-time business on a sound and sane foundation.

✣ ✣ ✣

The first issue of a new automotive publication appeared recently from the press of the Eastern Publishing Company, 288 St. James Street, Montreal. This new paper is called The Eastern Motorist, and the first copy bears the date of June.

✣ ✣ ✣

Farm papers will be used in a limited campaign for the Conklin Ginseng Nursery Company which is to be placed shortly by Smith, Denne and Moore.

SOLID WALNUT

Buy with Assurance

Select Your Furniture As You Would Your Friends

ONE should choose the furniture for his home as he selects his friends, attracted not only by beauty but by genuineness in character.

Life is too short to live with furniture that does not inspire pride of possession and a feeling of warm, friendly companionship.

Like a tried and true friend, genuine solid walnut has stood the test of centuries.

The Same Walnut

The walnut used in the Dining-Room Suites designed and built by Gibbard craftsmen is the same genuine walnut as is found in the rare old pieces of antique furniture so much prized as heirlooms.

But Gibbard designs are in harmony with present day ideas and will fit in to a nicety with any modern schema of furnishing and decorating.

The Gibbard Furniture Company have so much confidence in the genuine quality and character of Gibbard Furniture, that the Gibbard name plate is placed in the inside of the top drawer of the buffet and the china cabinet drawer.

Guaranteed

The Gibbard Guarantee Tag is also attached to every genuine Gibbard Solid Walnut Dining-Room Suite. This tag guarantees:—

That the exposed parts are of *Genuine Solid Walnut*,—

That the drawer backs and sides in the buffet are also of solid walnut,—

That the *loose leaves* of the extension table are of the same high quality of solid walnut as the table top. The table legs are of solid walnut,—

That the china cabinet has solid walnut loose shelves and case backs, as well as all of the outside parts. The drawer of the cabinet is the same construction as the buffet drawers,—

That the chairs are of solid walnut, except the upholstered frame, which is covered with a fine quality of leather in blue or brown.

The beautiful grain and rich color of genuine walnut is fully preserved in all its natural beauty by the Old English Walnut finish developed by the expert Gibbard Finishers.

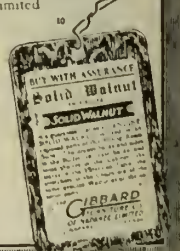
Moderate Price

Though this beautiful Gibbard furniture is of genuine solid walnut, it is moderate in price. It costs practically no more than the ordinary kind. It is within reach of the modest home.

Ask your furniture dealer to show you Gibbard Guaranteed Solid Walnut Dining-Room Suites. If he hasn't them, write us for booklet illustrating and describing Gibbard Suites, and give us name of your dealer.

The Gibbard Furniture Co.
of Napanee, Limited
Napanee, Canada

GIBBARD
SOLID WALNUT
Dining Room Suites



The appearance of large advertisements in the daily papers clearly indicates that the Canadian furniture manufacturers, far from pursuing a policy of marking time during the quiet season, are going after business hard. The above advertisement is one of a series prepared by the James Fisher Company, Toronto.

Proofsheet No. 26

Wash Them
Warner's Rust-Proof Corsets are made to be washed the same as any other underclothing. Washed with soap and water they turn out pure and clean, the metal parts stay bright, the fabrics, stitching, trimming and laces are not affected.
Every Warner's Rust-Proof is guaranteed not to Rust, Break or Tear. Every bit of its construction is exact and dependable, and it holds its fashionable lines after months of wear.
Behind this guarantee of Rust-Proof is the Company whose Corsets have been famous for correct design and guaranteed construction for almost half a century.
Ask your favorite store to show you the latest models in these popular priced corsets.
Sold at the Leading Stores
MADE IN CANADA BY THE WARNER BROTHERS COMPANY MONTREAL
Warner's Rust-Proof Corsets—
MADE IN MONTREAL

Reduced from large size

LENGTHENING THE LIFE OF THE PRODUCT TO CREATE SALES

The competitive conditions of today's market are causing many industries—who were prone to believe that their selling points had long ago been exhausted—to create new sales angles of increasing effectiveness.

The Warner Brothers Company, for example, has chosen the London Free Press to tell the women of London and Western Ontario an entirely new sales story about a product which has been in constant use for many centuries.

This wise choice of Western Ontario's Foremost Newspaper is enabling the manufacturers of Warner's Rust-Proof Corsets to get their message across with maximum speed and minimum cost in a market which national advertisers are coming to regard as perhaps the most responsive in the Dominion.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

The most valuable Farm Circulation in all Canada— because the most concentrated

THE peculiar value of THE OTTAWA FARM JOURNAL as an advertising medium must be credited, in no small degree, to the remarkable concentration of its circulation.

From the last A.B.C. report (Dec. 31st, 1920) we find that only 616 copies of its average total distribution of 23,759 are circulated outside the 17 counties of Eastern Ontario and the English-speaking counties of Western Quebec.

This total is upwards of 9,000 per issue greater than that of any other Canadian Farm Paper in this territory.

Average net paid circulation for the first four months of 1921 was

24,524

To reach the progressive and prosperous farmers of the Great Central Dairy Belt, THE OTTAWA FARM JOURNAL is the one indispensable medium.

THE

Ottawa Farm Journal

OTTAWA, (Member A.B.C.) CANADA

BRANCHES:

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES

Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

Atlanta Convention Notes

Among the Toronto delegates to Atlanta were Clifford Elvins, of the Imperial Life Assurance Co., and Mrs. Elvins; F. W. Hunt, advertising manager, Massey Harris Co., Limited; Frank Harris, Might Directories; John Cowan, advertising manager of the Toronto General Trusts Corporation. Other Canadian Representatives were George Cooper of the Edmonton (Alta.) Journal, and C. C. Ronalds, of the Ronalds Press and Advertising Agency, Montreal.

✣ ✣ ✣

Noteworthy honors came to Canada when J. Martin Gardner, managing director of Might Directories, Toronto, was elected president of the North American Directory Publishers' Association, and John Cowan, of the Toronto General Trusts Corporation, was appointed a director of the Financial Advertisers' Association for the ensuing year. C. C. Ronalds of Montreal, was also one of those selected to deliver an address before the Graphic Arts Department.

✣ ✣ ✣

Ernest C. Hastings, of the Dry Goods Economist, New York, told a story that "got across" in great fashion at the meeting of the retail division.

The nurse was starting for a walk with the 5-years-old daughter of the family on the morning after the stork had delivered to the home a new little sister. Straw had been scattered on the pavement in front of the house to deaden the sound of passing traffic.

What's all the straw for?" asked the little girl.

"A new baby came to your house last night, you know", said the nurse.

"Yes," said the little kid, "I knew that, but I did not know they came so well wrapped as that".

✣ ✣ ✣

Making full use of the power of optical evidence, the Graphic Arts Association, had designed an eighteen panel display likely to prove of exceptional interest to all who visited the National Advertising Exhibit in the Auditorium. Manufacturers, printers, engravers, and electrotypers, representing important centres throughout North America, contributed liberally to a graphic arts display full of suggestion and factful guidance to other business firms. One panel, for example showed in detail the actual printed salesmanship steps taken by a manufacturer of office equipment. There were other complete printed salesmanship campaigns from rather modest little mailing pieces to giant broadsides. Not only was the exhibit created to show in tangible form "How the other fellow does it", but by means of supplementary descriptive cards the pur-

pose of the various advertising units was explained and interpreted.

* * *

Delegates to the advertising convention in Atlanta were kept informed as to the important convention happenings each day, through the display of large posters in prominent places, the posters having been furnished without charge through the co-operation of the Poster Advertising division. Other posters carried messages emphasizing the power of truth in advertising, over the name of the National Vigilance Committee of the Associated Advertising Clubs. These messages were changed daily. They were made by an interesting new process, the paper sheets being prepared, very rapidly, by hand. Some of the messages of the Vigilance Committee were:

"Truth builds Good Will—your greatest asset".

"Integrity is the foundation of Prosperity".

"Truth builds—untruth destroys—Be a Builder"!

"Truthful advertising is the searchlight of business".

"Truthful Advertising is a public service".

"Truthful advertising creates sales, stimulates production, provides employment—spells PROSPERITY".

* * *

You cannot see the force of advertising, but you can feel it, said Ernest C. Hastings, managing editor of the Dry Goods Economist, New York City. He told a story of a conversation between an advertising man and a merchant that illustrates the point in interesting fashion.

"Ever have your hat blown off?" asked the advertising man.

"Yes," said the merchant.

"What blew it off?"

"The wind."

"Did you ever see the wind?"

"No."

"Well, advertising is like the wind—an invisible force. You can't see it but you can and will see the result just as you saw your hat go rolling down the street. And just as bending trees and flying dust are a symbol of the wind in the pictures, the stories I shall print in the newspapers about the merchandise carried in your store will be symbolical of advertising force."

* * *

Bank of England Starts Magazine

Even the historic old Bank of England which has got along pretty well, thank you, for a couple of hundred years without a lot of modern frills and fancies, has at last succombed to the trend of the times. The month of May saw the first issue of a magazine devoted to the interests of its employees which number over six thousand. A British reviewer remarks that "it is a very ably written magazine—very human and even humorous at times, and with only four Latin quotations in it".

UP AGAINST IT.

CAPITAL TO LABOUR "YOU MAY SUCCEED IN KNOCKING ME OUT, BUT DON'T FORGET THAT THEN YOU'LL HAVE TO FIGHT A CHAMPION THAT NO ONE CAN STAND UP AGAINST."

—From "Punch"

In Spite of the Strike—

our several publications are coming out as usual—only a day or two behind schedule.

Not doing so badly, are we?

It has been some job, truly, but obstacles that seemed insuperable at first are being gradually beaten down.

We are in this fight till we win, and will win because we are right.

In fact, the Master Printers have already won.

And another thing—only the "open shop" for us in future.

In recent negotiations the pressmen offered to return if we dismissed our present employees who stood loyally by us. Nothing of that kind doing! We will go out of business rather than betray loyalty.

Hugh C. MacLean Publications

347 West Adelaide St., TORONTO.

MONTREAL, W NN PEG, VANCOUVER, LONDON, ENG., CHICAGO, NEW YORK

Contract Record and Engineering Review
Canada Lumberman
Electrical News
Footwear in Canada
Canadian Woodworker and Furniture Manufacturer
Commercial
Western Lumberman
Western Canada Contractor and Builder
Western Canada Coal Review

The only A.B.C. papers in New Brunswick

The Daily Telegraph

and

The Evening Times-Star

in St. John, N.B.

A Result Producing Medium

That is the opinion of our advertisers

Local merchants have such faith in the advertising columns of the

Galt Daily Reporter

that they increased their display advertising in April by 43,225 lines over April 1920, and for a whole year past each month has shown a decided increase in the local advertising lineage over the same month of the previous year.

Get some information about this territory from your agency or from us.

Galt Reporter Ltd.

(Member A.B.C.)

GALT, - - ONTARIO

Made-in-France Sample Train To Tour Dominion

The trade mission from the French republic, which arrived in Canada toward the end of June, is planning to send a sample train across the continent, consisting of eight exhibition coaches which will display products in the following classifications:

(1) Literature, science and art, (2) Industry, commerce and touring, (3) Fashion, Tissues and Laces, (4) Leather industries, (5) Chemical products, perfumery, etc., (6) Scientific instruments, (7) Agriculture, horticulture and foodstuffs, (8) Jewelery, objects of art, etc.

The train will start on its circuit to every important centre of Canada toward the end of August, and following the tour the exhibition will be placed in the museum hall of l'Ecole des Hautes Etudes Commerciales, Montreal, for a period of six months.

* * *

A new company known as Rid-jid of Canada has been organized to handle the Rid-jid Open End Folding Ironing Table throughout the Dominion, with headquarters at Ingersoll, Ont. The James Fisher Co. Ltd., has the account.

* * *

An example of unusual dealer co-operation is illustrated in the June issue of the Winnipeg Free Press Retail Merchants' Monthly. A four column cut depicts an excellent window display of musical goods for campers arranged by the Winnipeg Piano Company Ltd.

* * *

Circulation contests are being advertised by the Moncton Times and the Halifax Chronicle and Echo.

* * *

Dr. J. H. Grisdale, Deputy Minister of Agriculture for the Dominion, states that unless extraordinary and sustained bad weather intervenes one of the best crops in the history of Canada is assured this year. Conditions in Ontario, Quebec and the Maritimes are slightly better than in the West.

* * *

An ambitious campaign to market the Niagara district fruit crop is being planned by Niagara District Fruit Growers' Association. Separate campaigns for different kinds of fruits will be used. The advertising will be placed through the Hamilton Advertisers' Agency.

* * *

Fred I. Ker has succeeded John M. Imrie as assistant general manager of the Whalen Pulp and Paper Company's mill at Port Ellice, B. C.

* * *

A. E. Ford, advertising manager of the Regina Leader-Post is recuperating after an operation for appendicitis.

* * *

Frank McDowell, former advertising manager of The Sailor, Toronto, has joined the advertising staff of the Toronto Sunday World.

* * *

The Halifax Herald has recently sent out a letter to its advertisers stating that since the second quarter of 1920, wihout the aid of contests, premiums or canvassers, and notwithstanding an advance in subscription rates, the circulation of that paper has shown an increase of over 2,000.

* * *

Postal rates on parcels weighing over one pound, mailed in the province of Ontario and addressed for delivery to any post office beyond 20 miles from the point of mailing will be increased by one cent a pound according to recent instructions issued from Ottawa.

Above is a reproduction of one of the outstanding exhibits at the recent convention of the Association of Canadian Advertisers at Montreal. These exhibits filled a large room, and the excellent arrangement of many of the booths, together with the wealth of matter displayed, called forth much favorable comment. The exhibit illustrated was not a flat picture as itappears here; but was a cut-out display in several colors which threw up the four posters very effectively. Concealed lighting also enhanced the effect. The frame measured approximately ten feet.

Among other exhibits were the Herald Press, The Ronalds Press, the Pulp & Paper Association, the Rolland Paper Co., the Howard Smith Paper Mills, the Pathescope Company, the Hooven Automatic Typewriter Co., and many others.

Canadian Chamber of Commerce formed in England

The long mooted Canadian Chamber of Commerce has at last been organized in Great Britain, and the executive council comprises a lengthy list of men connected with large Canadian concerns doing business in England.

H. C. Wade, Agent-General for British Columbia presided at the organization meeting, and announced that the co-operation of the Canadian Department of Trade of Commerce, the Canadian Grain Growers' Association, the Canadian Fruit Growers' Association, the Canadian Manufacturers' Association, and other bodies would be sought.

The Agents-General for the various provinces and the Canadian Government Trade Commissioners at London will become members of the executive.

* * *

The Karakul sheep industry is one of the most recent enterprises in live stock production in British Columbia. It is expected that the Persian lamb fur which is derived from this hardy breed will soon find a substantial place in the Canadian home market.

* * *

Manufacturers interested in export business will find a great deal of valuable data in the Annual Trade Report just issued by the Dominion Bureau of Statistics, which covers both imports and exports, and is in fact a complete digest of facts concerning Canada's external trade. The volume contains 1,400 pages, and the text is in both English and French.

* * *

The plant at Port Robinson, near Welland, formerly occupied by Dominion Canners, Ltd., has been acquired by Hydro Appliances Ltd., a recently organized firm, capitalized at $200,000, who will manufacture an electric washer, and ironing machine and other electrical appliances.

* * *

Duncan S. Blaikie, formerly vice-president of R. C. Smith & Son, has severed his connection with that firm to open his own office at 35 St. Nicholas Street, Montreal, under the name of Duncan S. Blaikie Advertising Service. It is understood that Mr. Blaikie will handle the accounts of McArthur Irwin Ltd., and the Bell Telephone Co., among others.

* * *

A. C. Ackerley, account executive for the last six years with the Baker Agency, has joined the staff of R. C. Smith & Son to succeed Duncan S. Blaikie resigned.

* * *

Wm. Duthie, for some time account executive with the H. K. McCann Company, has resigned.

* * *

James McHardy, art superintendent with Grip Limited, has resigned his position with that company, and, after the holiday season will open a studio of his own in Toronto. T. H. Barton will succeed him.

Local Merchants Everywhere

use the Local Newspapers exclusively to reach the people with whom they do business. They do not advertise in Toronto or any other outside papers, whose circulation is scattered, a paper here and there, over a wide area.

The Circulation of The St. Thomas Times - Journal is concentrated in St. Thomas

and the surrounding shopping area which it covers intensively. It is the intimate Home paper of the people of Elgin County, of which St. Thomas is the geographical, municipal, and business centre, easily reached by auto over the best roads in the province, and by six lines of railways.

236,843

copies of the TIMES-JOURNAL radiate to all parts of this city and district every month, and it is the only daily paper taken by over 90 per cent of the people.

The Times-Journal of St. Thomas, Limited

Daily Net Circulation over 9,100

Which do you buy— Sales or Circulation?

A *high* subscription price invariably means greater selling power per thousand of circulation.

If you buy newspaper space as a means of increasing your *sales*, and not merely on the basis of circulation, you will find L'Evenement the best value in Quebec city.

Subscription price in Quebec city and Levis, delivered by our own carrier system, $6.00 per year, payable strictly in advance.

The Quality Newspaper of Quebec City.

A.B.C. Membership Accepted

General Advertising Office, 30 St. John Street, Montreal

Talk About Results

The formal opening sale conducted by Mr. R. McCall, druggist, who takes over Prouse's drug store after successfully managing it for some time, was a huge success in every way. So great was the increase in business that extra help had to be engaged to take care of the crowds of customers who came to the store.

Mr. McColl advertised this sale, as he does all his advertising, *exclusively in THE WHIG*, and speaking of the present instance he says :— "Once more The Whig has proved a sure-fire result-getter for my business. Its columns always bring me quick and lasting results."

* * *

The above is a quotation from the news columns of

The Daily
British Whig

of date May 31st. It shows what still another of Kingston's leading business men think of The Whig.

Largest Average Bank Accounts In the World.

The distinction of being the most prosperous and thrifty people in Canada belongs to the inhabitants of the smallest province; which is further distinguished by the fact that its people are a hundred per cent English-speaking.

PRINCE EDWARD ISLAND

leads the world in the size of its average bank accounts. The concentrated buying-power of this compact market can be won through the medium of two newspapers—

The Charlottetown
Guardian
AND
Examiner

—which completely cover the field.

Census May Hold Surprises

A. J. Pelletier, an official of the Dominion Bureau of Statistics, anticipates the census will give Canada a population of around nine millions. Conjecture on the point, he states, is largely based on immigration figures; but these are often deceiving, as indeed, are many other indications. He recalls that at the time of the quinquennial census of the prairie provinces in 1916 the provincial officials themselves were misled as to the result. They contended that because of the war the population of the prairies would show a decrease, but the figures actually showed an increase of over 350,000.

Big increases are expected in the northern sections of the prairie provinces owing to the new settlements in those areas which has been drawing immigrants pretty steadily for the last few years.

R. H. Coats, the Dominion Statistician in charge of the census, is a man of international reputation. He was the only expert on this continent called to sit on the small committee of the League of Nations at Geneva to prepare a statistical plan to meet the wide and intricate requirements of the League.

* * *

National Periodicals Association Arrange Program

The following programme has been arranged for the annual meeting of the Canadian National Newspapers and Periodicals Association, which will be held at the Engineers' Club, Toronto, on July 7 and 8:

"Free Publicity" introduced by O. M. Ross, of H. Gagnier Limited, followed by B. T. Huston, Maclean Publishing Co. Ltd.

"Exchanges, Their Use and Abuse," by G. B. Van Blaricom, Hugh G. Maclean Publications Limited, Gordon C. Keith, of Commercial Press.

"Relative Number of Reading Matter Pages to Advertising," George D. Davis, Maclean Publishing Co., Rev. C. S. Carson, Presbyterian Publications.

"How far should the Advertising Department Control the Policy of the Paper", J. W. Wheaton, H. A. Jones.

"How to get contributors", J. V. Mackenzie, Maclean's Magazine; L. R. Wright, Hugh C. Maclean Publications Limited.

* * *

"The Possibility of Promoting Increased Production Through Advertising" was the title of an extremely practical address given before the Canadian Society of Domestic, Sanitary and Heating Engineers at Quebec, on June 6th, by E. G. Smith, manager of the Quebec Telegraph. Mr. Smith quoted figures to show that construction contracts for the first three months of 1921 showed a loss of 35 per cent. as compared with the previous year, and urged a co-operative campaign designed to impress the man in the street with the possibility of financing his own home building.

* * *

McConnell & Ferguson, London, have recently sent out copy and instructions to newspapers for a good-sized campaign advertising McClary's Electric Ranges.

* * *

"Demonstration" advertising,showing concretely tht benefits to be derived from the "Master Cleaner" method of clothes cleaning is being sent to a restricted number of daily papers by Norris-Patterson Limited, Toronto, for tht Master Cleaners and Dyers' Association of Canada.

* * *

The Thielecke Advertising. Company, Chicago, has changed its name to the Porter-Eastman-Byrne Co., 22 West Monroe Street, Chicago. Charles H. Porter is president of the reorganized agency.

* * *

Advertising for Good Housekeeping magazine is being placed in a list of Canadian dailies by J. J. Gibbons, Limited, Toronto.

* * *

Copy in which testimonials are featured is appearing in the larger daily newspapers on behalf of Dunlop Tires. Orders for space Measuring four columns by about 260 lines have been sent out by the Press Agency Bureau Limited, Toronto.

* * *

Daily papers are receiving copy and instructions for the Eden Electric Washer, manufactured by the Gillespie Eden Corporation Limited, Toronto. The F. Albany Rowlatt Advertising Agency, Toronto, is handling the account.

* * *

Djer-Kiss French face and talcum powders are being advertised in a list of important Canadian dailies. Copy and orders for quarter-page space have been sent out from the Blackman Agency of New York.

* * *

Canada's birth rate for 1920 was 27.47 per 1,000, as against a death rate of 13.31 per 1,000, according to figures announced by the Dominion Bureau of Statistics recently. The marriage rate during the same period was 8.94 per 1,000.

* * *

Census statistics issued recently in the U.S.A. gave the number of Canadians in San Francisco as 7,083. In Oakland, across the bay, there are 3,785. In Los Angeles the census showed 13,187 Canadians and in Denver, Col., 3,102.

* * *

More than 90 per cent. of the census returns should be in Ottawa by the middle of July, and but few points should remain to be heard from after August 1.

Returns from the Yukon are expected to be in as soon as those from the outlying points in the various Provinces. In the Mackenzie River basin, the Ungava district and Canadian Labrador operations are slower, owing to transportation difficulties. In the far North ice is still preventing enumerators venturing forth in canoes on their long journeys.

Western Ontario Newspapermen Met At Guelph

Over thirty publishers were present at the conference of the Western Ontario Daily Newspaper men at Guelph on Tuesday, June 14th. An address by A. R. Kennedy, editor of Printer and Publisher, led to general discussion concerning the feasability of restoring the "open shop," and to the adoption of a resolution recommending that the Labor Committee of the Canadian Daily Newspapers' Association should consider means of protecting publishers during times of necessity such as the present and evolve a scheme whereby the training of operators, compositors and pressmen could be undertaken co-operatively.

A number of other important matters were discussed including the condition of rural mail routes, the handling of merchandizing questionnaires, and the question of a joint campaign for the Western Ontario dailies.

H. Gummer, of the Guelph Herald and J. I. McIntosh of the Guelph Mercury were the hosts of the occasion. The next meeting will be held in Chatham.

* * *

Copy is appearing in Canadian publications for Aertex Cellular Clothing, made in London, England. The account is handled by Rawkins and Preston, 37 King St., London, E. C. 2.

* * *

The annual convention of the Canadian Paper Box Manufacturers' Association was held at the Royal Connaught Hotel, Hamilton, on June 23rd, Charles T. Reid presiding. Walter Trum, president of a similar association in New York, gave the feature address of the occason.

* * *

The first annual convention of the Ontario Dry Goods Section of the Retail Merchants' Association was held in the Prince George Hotel, Toronto, on June 22 and 23. Among many important resolutions passed was the following:

"Having known that several manufacturers of Ontario have been catering for business in a retail way at their factories and warehouses, and are selling direct to the retail customer, in some instances at prices much lower that it would be possible in a retail store, it is resolved that we, the dry goods section of the Retail Merchants' Association, agree that such firms, now known or reported in the future to be so conducting business, be sent a copy of this resolution, and be notified that it is our determination that if they fail to discontinue these practises we will be obliged to take steps to notify the members of our association, advising them to take such action as will protect their fellow-retailers who are more directly thrown in contact with this unfair competition.

FACTS ABOUT
OWEN SOUND

Owen Sound is the Business Centre of the Georgian Bay District.
Has large Steel and Iron, Furniture and Woodworking Industries, and a wide range of factories in other lines.
A prosperous city that is almost unaffected by the business depression.

"The Sun-Times"

Enters practically every home in the City and surrounding territory.
Sworn average circulation for last year was 6,133 copies. "The Sun-Times" is published "Every-Other-Day" — Tuesday, Thursday and Saturday.

Doing Nicely, Thank You?

Despite the strike of the printers in Toronto we have been able to publish our papers as usual.

Not up to our standard, of course, but this issue of "Marketing" was printed in our own plant during the strike.

Enough said!

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL 51 Wellington W., TORONTO

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

PICK AND CHOOSE

The *successful* advertisers know that Quebec picks and chooses via the Telegraph. If you want to be chosen, you'll use

The Telegraph
ALWAYS!

Consider the Postage Stamp

It brings your message direct to the desks of the buyers of your product, and reduces your selling cost.

To produce results the message should be well printed and reflect the quality of your goods.

Our Service is Complete.
Our Customers Satisfied.
Our Business is Growing.

Let us Serve You.

West Toronto Printing House
1945 St. Clair Ave.
TORONTO

Subscribe for

THE MAILBAG

A Journal of Direct-Mail Advertising

Edited by Tim Thrift, it is the recognized Text-book on this important phase of advertising.

Let the Brains and Experience of Experts Help Solve Your Direct-Mail Problems

The Mailbag isn't made by one man. It couldn't be and be what it is—a symposium of the best thought on the subject. It is really edited by many men, in many lines, who have solved problems like your own.

Send $2.00 for a year's subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2 00 per year, but pleuse include 30c. exchunge. Thank you.

(*Continued from page 446*)

of the product. In others this overhead is arbitrarily percentaged on various bases. In some cases only the salesman's time and expenses, the order department and the branch office are included in the selling expense.

Similarly, on the advertising expense the items which are covered by the advertising account very considerably so that there is no exact definition of advertising which will make the figures reasonably comparable.

Cost Controlled By Area

The cost of distribution and marketing is controlled very largely by the area, because the major expenses of area are not related to the unit of sale. Therefore, the marketing cost should be measured in terms of area as well as in terms of the unit of sale, if the proper comparisons are to be made in examining marketing efficiency. A large concern manufacturing a necessity of very stable character used over 700 jobbers as outlets in the distribution of their product.

In a recent investigation it was found that 50 per cent. of these jobbers did over 90 per cent. of the volume in the business. The other 50 per cent. did not pay the necessary operations required to keep their business on the books.

Either these jobbers were not securing a sufficient number of units from the individual dealer in their territory or the territory was too sterile to be worth cultivation. A great many concerns in this country are suffering from the disease of thin distribution; the acreage is large but the yield in bushels per acre is small. It is likely that many of them are occupying too large a farm for the organization they have and should cultivate properly on acreage proportional to their facilities or organize in order to enable them to cultivate intensively a larger field.

Expenses Per Unit

It costs about so much to cover a square mile of territory whether the territory yield ten or fifteen units per square mile. The expenses per unit is materially altered in proportion to the territory yield. The analysis of marketing costs must begin with:—

a—Some determination of what is meant by marketing.
b—A definition of what is covered in advertising.
c—An examination of the individual territory, its possible yield, the expenses of covering it, the handling necessary in connection with it, the probable cost per unit of sale in view of competition.
d—The expenses put upon the product before it reaches the user by the condition in the retailing and jobbing field, considered unit by unit and territory by territory, such an analysis must take account of the additional expenses involved in the intensified effort required in highly competitive areas.

It will not do for these analyses to be made upon averages or general totals. Such items may be good enough for the balance sheet, they are of no value to the analyist. The production man makes his improvements in manufacturing by centering upon the development of one operation at a time. The analysis of marketing costs must begin with the individual buyer, the quantity he can buy, the frequency with which he will buy, the number of buyers per square mile, the cost of covering that square mile, the character and value of the distribution channels, the necessity of warehousing; it must include the organization for sales promotion, commercial supervision, orders, market research, cost finding for marketing and all the other items of overhead that are concerned directly with the sale of goods. It must analyse advertising carefully, from the unit buyer to overhead expenses. There is no doubt that marketing efficiency must increase or your marketing costs will increase to the embarrassment of the sales and advertising executive.

The study must be made and it cannot be made in an orderly way until unit bases of consideration are established."

British Market Made Easier Of Access For Canadians

The removal of government control of agriculture in Great Britain marks the end of a policy which held possibilities inimical to the interests of Canadian wheat growers. The abolition of controlled prices makes the British market easy of permanent access for Canadian wheat, and this change comes at an exceptionally opportune time in view of the Emergency Tariff Bill in the United States which shuts out Canadian farm products from an otherwise easily accessible market.

✣ ✣ ✣

A recent industrial census of Brantford shows that only two of the 48 largest plants in that city are running below 50 per cent capacity. Fifteen factories are employing full staffs. The Cockshutt Plow Company is carrying a longer payroll than normally.

✣ ✣ ✣

Verree & Conklin, special newspaper representatives who handle business for a number of Canadian dailies, have removed their New York offices to 300 Madison Avenue, corner of 41st Street.

✣ ✣ ✣

Western dailies are carrying large space announcing that grocers are well stocked with British Columbia strawberries. With the price of sugar back to normal the B. C. fruit growers are evidently stepping out and marketing their products in the four western provinces in a thoroughly aggressive manner. The advertisements are unsigned.

✣ ✣ ✣

The General News and Advertising Agency of Montreal has opened a New York office. Arthur La Malice, former advertising manager of the Servidor Company, is in charge.

✣ ✣ ✣

The Norris Patterson agency is preparing copy for the Monarch Knitting Company to be run in a selected list of Quebec dailies.

Address Changed

YOU are offered the same efficient and diligent efforts that have made it possible for me to progress. Arrange in advance for the C. N. Exhibition. If you need Sales Letters, Folders, Copy or Illustrations for Signs, Newspapers, etc., may I serve you?

FREDERICK M. HAHN
General Advertising Service
931 College St. Telephone College 7894
79 Adelaide Street, E.
Toronto

- WINNIPEG -
AND
WESTERN - GROCER
A Semi-Monthly issued on the 1st and 15th
BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA
It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.
Sample Copy and rates on request
JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Through Our
FOUR COMPLETELY EQUIPPED PLANTS
Montreal 54 Juror St.
Toronto 185 W. Richmond St.
London 209-211 King St.
Windsor 46 McDougall St.
We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers
Quality of Plates and Service the Reason
RAPID
ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000
ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO
ELECTROTYPES FOR NEWSPAPER ADVERTISING
STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

When a Wise Shipper Charters a Ship, He Looks Up Lloyd's Register

He wants to know more than actual tonnage. The condition of the ship, her record, the reputation of her owner and skipper are all factors in his choice of a carrier.

His mental attitude is the same as that of the Scientific Space Selector who wants to know more about publications than a mere statement of "Net Paid Circulation."

The wise Space-Buyer keeps his copy of "Scientific Space Selection" handy and digs deep into the facts set forth in A. B. C. reports so that he can obtain authentic data on where the publication goes, and to whom it goes.

He also wants to know about the influence, stability and character of the publication in which he is going to buy white space.

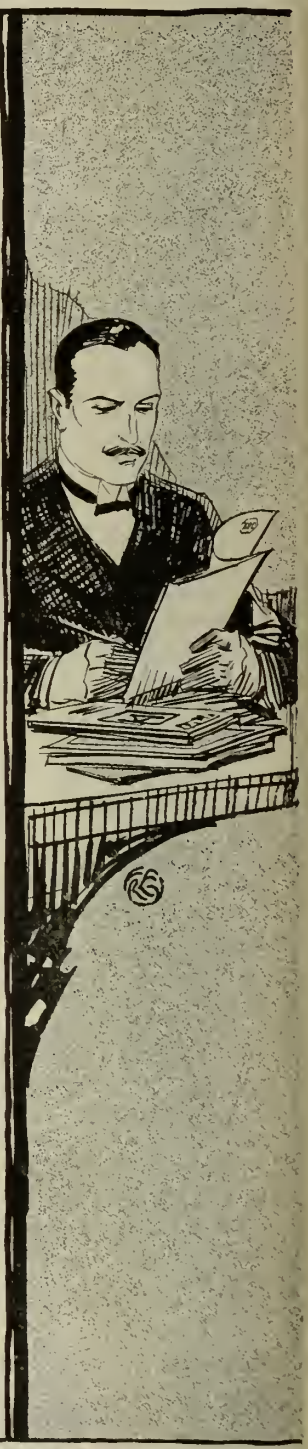
All these facts can be obtained from A. B. C. reports. You'll find a carefully audited statement about circulation on the first page and, if you read pages two, three and four, you'll be able to visualize the character of the publication and to answer the question, "Will this medium help to sell my goods?"

The capacity for taking infinite pains becomes, every year, more applicable to Space Buying. Exaggerated claims, misleading figures, general statements are looked upon with critical eyes. Deductive reasoning dominates space selection, as it does every other business proposition.

That is why A. B. C. reports represent the back bone of space buying. They are correct, informative, and clearly set forth

—but to reap the full benefit of A. B. C. reports they must be studied for more than the mere statement of "Net Paid Circulation."

Be sure to get your copy of "Scientific Space Selection," the new A. B. C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half.*



Audit Bureau of Circulations

202 South State Street Chicago • 347 Fifth Avenue New York

EAGER READERS MAKE THOUGHTFUL BUYERS

From the time in 1872 when it was a tiny news sheet, until today, when it ranks with the great dailies of the American continent, *The Free Press* has been eagerly sought by the people of the Winnipeg territory. At the street-corners, on trains, at country railway stations, on the doorsteps of thousands of western homes, hands are stretched out daily for a copy of this paper, which for nearly fifty years has best served the public of Western Canada.

The eagerness with which *The Free Press* is sought in its territory accounts for the remarkable results secured by advertisers in its columns. Advertising on pages so closely scanned cannot fail to pull. Eager readers make thoughtful buyers. Men and women who keep themselves posted on the news of the day are the sort of people who take housekeeping seriously They buy with forethought, and their judgment can be influenced by persistent advertising of worthy products. A year's campaign in *The Free Press* will place you in a solid position in the Winnipeg territory It will solve your distribution problem by convincing jobbers and dealers that you mean business in the West. In no other territory is the consumer quite so prosperous.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:

Edgar J. Guy, 302 Royal Bank Building ◆ ◆ ◆ Toronto
E.L.McArthur, 224 St. James Street ◆ ◆ ◆ Montreal

A Change for the Better in Halifax

Advertisers who believe in getting clear-cut circulation figures before placing their contracts, should carefully study our circulation report to the A.B.C. for the six months ending March 31st.

They will see by it that

The Halifax Herald
AND
The Evening Mail

Lead all other Papers in Halifax in Paid Circulation *by Several Thousand Copies a day.*

Write to us for the circulation figures if you haven't got them handy. And see to it that the Halifax Herald and Mail are included on your Fall advertising schedules.

The Halifax Herald
and
The Evening Mail

Volume XV.
Number 14

TORONTO JULY 15th, 1921

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by W. A. Lydiatt

Helping "1900" Since 1915.

MARKET-WIDENING for a Washing Machine such as the "1900" would be a simple matter—if it were not for the dozen or more competitors who clamour for public recognition. The Nineteen Hundred Washer Company has the double problem of creating desire to own a Washing Machine, and leaving the impression that the machine selected must be nothing less than a "1900" Cataract.

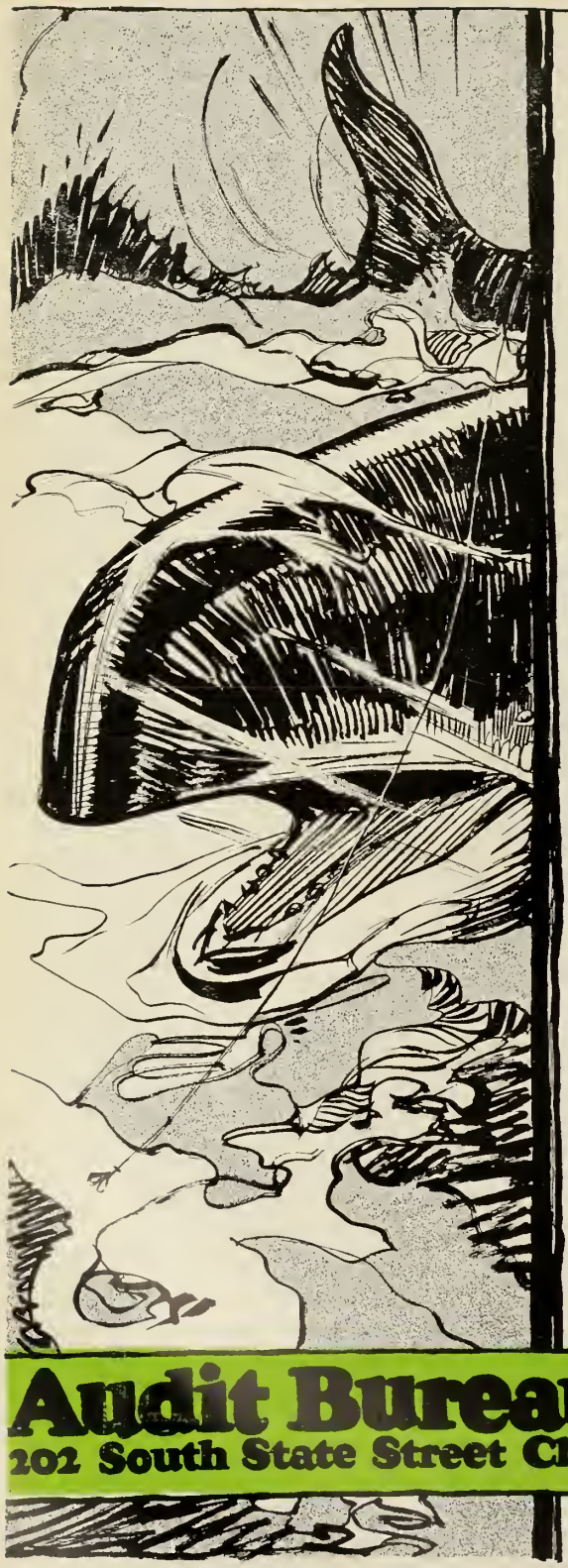
We have, in our five years' connection with "1900" learned a lot about merchandizing methods needed in a market so highly competitive. We have, on the other hand, shown this Client a few things worth knowing, in connection with the Advertising Effort required to maintain Consumer Demand and Dealer Enthusiasm.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Fishing for Whale with Trout Tackle



You can't catch a whale with a trout rod! You can't land big business with inadequate methods!

Inadequate methods in advertising are characterized by unscientific space buying. The most skillfully prepared copy placed in the wrong media will fail of its full purpose.

The list of publications compiled on a basis of total circulation is as inadequate and unscientific as assuming that, because a rod will catch trout in a brook, it will catch whale on the high seas.

How is the circulation obtained? See sections 21 and 22 of an A. B. C. report. Where is it distributed? See sections 16 and 17. What degree of reader interest has it? See section 23.

These and many other questions concerning factors which vitally influence the value of circulation should be asked before buying. The answers can be obtained by thoroughly studying and analyzing the facts contained—not on the cover only—but on every page of an A. B. C. report. This is the first step toward scientific space selection.

Be sure to get your copy of "Scientific Space Selection," the new A. B. C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half.*

Audit Bureau of Circulations

202 South State Street Chicago • 347 Fifth Avenue New York

More Than A Magazine— A National Institution

In Canada to-day MACLEAN'S is looked upon as something more than a magazine—it has become an institution of national importance—the big, outstanding *National* publication of this country.

It is known, and read, and quoted in every city, town and village. It reaches the "leadership" families in practically every community right across the Dominion.

A Publication with a Purpose

The definite purpose and policy of MACLEAN'S MAGAZINE is to provide to its readers a broad idea of what Canada as a whole is doing ; to bring the various sections and varied interests of this broad Dominion together into mutual understanding and sympathy ; to establish and maintain a national spirit, a national consciousness, and a national unity.

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

In general appearance and make-up, in quality of editorial matter and contributed articles and illustrations, MACLEAN'S compares favourably with the best magazines of the North American Continent. Here are some of the illustrators whose work appears in MACLEAN'S :

C. W. Jefferys	C. F. Peters	H. M. Brinkerhoff	Chas. A. MacLellan	Dudley G. Summers
W. G. King	Charles L. Wren	H. Weston Taylor	Bernard Graverman	Arthur Wm. Brown

And here are some of the writers who contribute to MACLEAN'S :

Frank L. Packard	Stephen Leacock	Sir Gilbert Parker	Don Marquis	Basil King
W. A. Fraser	Baroness Orczy	Robert W. Service	Robt. W. Chambers	P. G. Wodehouse
G. K. Chesterton	Arthur Heming	Margot Asquith	Archie P. McKishnie	Arthur B. Baxter
Arthur Stringer		Agnes C. Laut		Henry P. Holt

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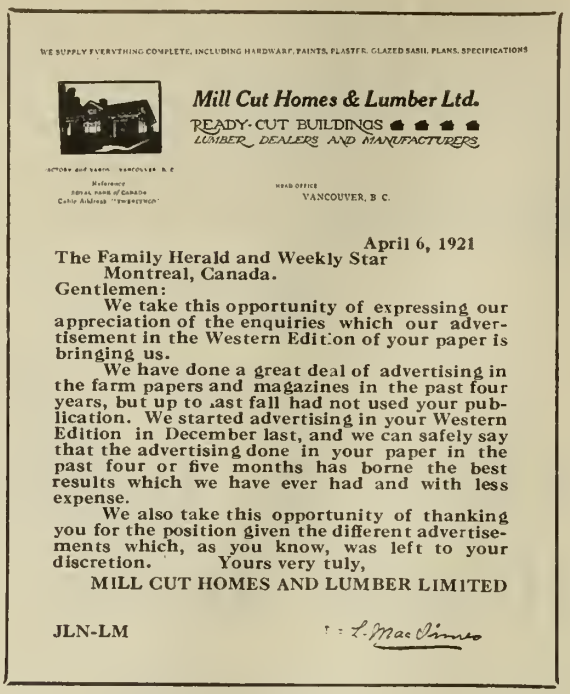

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Vol. XV, No. 14 TORONTO, CANADA JULY 15th, 1921

BETTER BUSINESS LETTERS*

6. Four Successful Rules For Handling Complaints.

Adjustment letters may make or break an institution. The need for centralized adjustment correspondence. Genuine background for adjustment letters highly desirable. Adopting a uniform and positive tone in dealing with complaints.

Written for Marketing by Louis Balsam

In a previous article we touched, slightly, upon the important part played by the right kind of adjustment letters. This is a subject upon which volumes could be written. In almost every "average" business in America, complaint letters receive so little worth while attention, as to amaze those who start investigating, often after it is too late.

What is a complaint? This isn't a trick question, nor an attempt on my part to have you outdo Webster in the matter of definitions. It is a simple fact, though, that to most business men, a complaint is a disagreeable something to be gotten out of the way. Too many of us look upon complaints as things in themselves, that have no background other than the letter that stated them.

A prominent dry goods merchant once said that the mishandling of complaint letters had done more damage and lost more business for at least a dozen concerns that he knew, than any other medium he could think of.

How many of us realize that adjustment letters are sales letters that are as vital, and in some cases even more so than letters deliberately calculated to bring in business. This is so for two reasons:

(1) The right kind of adjustment letter resells a customer on the value of trading with the house. Nowadays customers cost money. Every name on our books usually means a sizable outlay of cash, either for advertising, or selling, or both.

(2) Good adjustment letters prevent the creation of adverse advertising, which means the loss of the individual customer, and what is more important, the builder of ill will, that has often put many a house on the verge of bankruptcy.

One of the giant mail order houses in Chicago figured out some years ago that it had lost the trade of an **entire town** in the West, because one of their adjustment correspondents handled a complaint letter in a sloppy, haphazard, careless way, that incensed an influential customer.

A Hard-Boiled Letter

In these days of strenuous business tactics, when sales and advertising forces are doing their mightiest to bring in the business, we cannot hope to get back on our feet solidly if we answer complaints with letters like this:

"Gentlemen:

We have your kick letter of the 7th. We don't understand why you wrote it because during the last five years we have not had as much as one customer find any real fault with the quality of our mouldings.

We would, therefore, suggest that you return the 200 feet, with which you are dissatisfied, to this office, so that we can have our inspectors go over it, or if you prefer, we would like to have you lay it aside until the 15th of next month when our representative will be in your territory to examine it. If you are in urgent need of the material, though, and do not care to use the 200 feet, herein mentioned, you may write us by return mail and we will at once send you some more by express, and bill you accordingly. If the other material is returnable, you will be credited for the full amount.

Hoping that this meets with your approval, we remain

Yours truly,

..... Co."

This letter was written in the height of the sellers day, when material was hard to get. Did this, though, justify a letter so hardboiled and so utterly lacking in visualization as the foregoing? Is it any wonder at all that to-day that house is striving desperately to keep afloat? You see the whole trouble here lay in the fact that the correspondent, or the executive in charge of correspondence, acted upon the assumption that the complaint was a thing in itself to be gotten out of the way, rather than a symptom brought about by a mighty important cause. How long do you think customers will trade with a concern that treats their justifiable objections to purchases, in as careless and casual a manner as this?

The thing is much deeper than appears on first consideration, because complaint letters, carelessly answered in the heyday of business, when the seller had everything to say, have made it possible for the same businesses to face bankruptcy but a short year later because

*Copyright Canada 1921 by W. A. Lydiatt

customers don't readily forget letters that leave a bad taste in the mouth.

Adjustment Policy For Complaints

One of the very first things then that we must do in order to capitalize on the rich potentialities of adjustment letters, is to inaugurate a worth while adjustment policy. This policy should be founded on the idea that the customer is always right. Sears, Roebuck & Co., Marshall Fields' Filenes, in Boston, and in fact dozens of concerns throughout the country, have built up businesses that on the idea that the customer is are huge in volume very largely always right.

With that as a cornerstone for a definite adjustment policy, the very next thing the average business man should do, no matter how few are the complaints that enter his house, is to concentrate the handling of adjustment correspondence in the hands of one or more responsible people. There are few letters more important to any business house than those that try to appease grouchy, dissatisfied customers. One of the biggest mistakes that business men can make is to have some half-baked clerk in the institution answer complaints on spare time on the assumption that all that is apparently necessary is to have some one familiar with the business "fix the customer up."

There is a very fine cotton goods mill in Massachusetts, employing about seventy people in the office. Twelve of these are correspondents who handle sales and credit letters as a large part of their duties. This concern receives about fifteen to twenty complaints a day. Until recently these were handled in a haphazard manner. Anyone who wasn't very busy or who happened to get the letter, disposed of it as quickly as he could. One day the general manager, in going over the books, found that the number of customers who had dropped out in 1920 exceeded those who did business elsewhere in 1919 by nearly 21%. He made an exhaustive analysis of conditions, mail service, deliveries, price, etc., but was unable to find the reason anywhere.

He then dug into the correspondence files. The things he found there nearly made him sick. One customer had received over nine letters on a complaint that amounted to less than $4.00! The letters were written by five different men, each totally ignorant of what had gone before and each evidently anxious to get the thing through with in a hurry.

To-day all the complaints in that institution, no matter what their nature, pass through the hands of a correspondent that has real executive ability and that is paid a very fine salary for using his brains on this critical phase of the company's business.

Increase Good-Will

In your own business, no matter how many complaints your concern receives, you will find an immediate and very delightful increase in the good will attitude toward your concern, if you make it a point to see that every complaint clears through a central point in charge of someone able to see beyond the words of the letter he receives.

Nowhere in the field of letter writing are the four rules mentioned in an earlier article, more essential than in adjustment correspondence.

(1) **The adjustment letter writer must be in love with his work.** This will enable him to be really helpful in adjustments and will therefore, result in Good Will building.

(2) **Visualization makes a genuinely and worth while adjustment letter possible.** Two years ago an adjustment correspondent for a Chicago concern, received a letter from a farmer in Minnesota to the effect that the stove ordered arrived minus the grate. It so happened that this correspondent had spent two winters in Minnesota and had, therefore, been able to form a pretty vivid picture of what it meant to face an approaching winter with a stove minus a grate. He immediately sent a telegram to the company's warehouse in St. Paul, ordering the particular grate to be shipped from the warehouse by express. It reached the farmer the evening of the same day. Two days later this letter arrived. There is nothing unusual about it, but notice the very powerful sales force it carries in a message that apparently dealt with adjusting a bit of momentary dissatisfaction:

"Dear Mr. Jones:

By this time you doubtless have received from our St. Paul warehouse grate No. 704-J, to replace the one that failed to come with the stove. It was mighty fine of you to write us such a courteous letter about it because letters of that kind do more than you may realize to help us perfect our service.

It made us very happy when your letter arrived to realize that we had a warehouse in St. Paul so that your needs could be taken care of immediately, to your complete satisfaction.

This is merely another example, Mr. Jones, of how this institution does everything in its power to give you, the customer, the service you have a right to expect for your money.

If the original grate should ever show up, dispose of it as you see fit.

In the meantime, in the future, if we can be of further service to you, don't hesitate to call upon us.

Yours truly,

BLANK STOVE CO."

This letter is worth analyzing because it is more than the adjustment of a complaint. It indicates, first, that this big company had hired a correspondent who had brains enough to realize that a complaint meant more than simply giving the customer what he wanted, in a way that would cause him (the correspondent) the least amount of difficulty. In the second place, the letter showed that the house used a worth while correspondence system, based on the needs of the customer.

Complaints Should Be Taken Seriously

(3) **The use of simple language,** is probably more important in an adjustment letter than in any other type because it deals with an impatient, worried reader, who in the nature of things, is very much of a potential knocker. High sounding, fancy, glib phrases that aim to smooth out difficulties, do just the opposite in adjustment correspondence.

When a man sends in a complaint, he is in dead earnest. He means business and can hardly wait until he learns just what the company intends to do. You can imagine how he feels when he is treated to an insincere, flamboyant, oily epistle that says nothing, and takes about a page and a half to say it in.

(4) A big bicycle manufacturer in Ohio, used to send out adjustment letters that began with this form paragraph:

"Dear Sir:

HOLD ON THERE NOW, JUST A MOMENT! The complaint you sent us has been taken care of in every way! All you ever have to do when you find something that doesn't suit you in one of our bicycles is

simply to write in the facts very, very carefully, and you will be startled at the speed with which we take care of your demands."

The letter would then go on to state specificially just what had been done. This is an example of one of those silly letters that even the best executive O.K.'s every once in a while, thinking he has done an unusually clever thing that will attract attention. It does attract attention, but of the unfavorable type.

No one, not even the purchaser of a bicycle on the instalment plan, cares to have people wax theatrical over doing something that was due him. No one likes to feel that he is being done a favor when the thing he asks for is something to which he is entitled.

There is a grave responsibility resting upon the shoulders of who ever is responsible for the complaints in any concern. It is up to him to see not only that complaints clear through a central point but that those in charge of the handling of these complaints know the fundamental factors underlying the proper handling of adjustments. These factors are three in number:

(1) Tactful and immediate reply calculated to win the customer over even more strongly to the worth whileness of the concern.

(2) A thorough study of the things that **cause** the complaint.

(3) Power **to eliminate this cause** wherever possible.

It isn't enough that we give the customer what he wants in as courteous a manner as we can. We must make absolutely certain, as far as this lies within human limitations, that the complaint **doesn't recur.**

Of what use is it to satisfy a customer who has a justifiable grievance only to have the thing happen a second, third, or even a fourth time?

The best adjustment letter in the world may just as well have been thrown into the wastebasket if it goes to a customer who knows from experience that he is likely to have the same trouble with his next order.

So we see that the executive in charge must not only know the letter writing end, which, apparently, is the most important. He must know how to run down causes that have made it necessary for him to institute an adjustment policy.

> OTHER important aspects of the "better letters" problem to be dealt with by Mr. Balsam in future articles of this very practical series will include "The Effect of Collection Letters on Sales," "Do Your Letters Produce or Destroy Good-Will," "Co-Relation of Departmental Correspondence to Form a Logical Uuit," etc.

Even this is not all, though. It is not enough that he know what caused the complaint. He must have the power to stop the thing that caused it! That is why a man with executive ability is necessary to an adjustment policy that hopes to bring results.

One of the best investments that any concern can make is to give each person handling complaints, a thorough training, first, in the methods of the concern; second, in the product, and third, but not least, in the best ways to treat with a customer.

Standardization Of Letters Necessary

This brings us to a plan that has saved the concerns that practice it, many, many thousands of dollars every year. We agreed that it is necessary to centralize the handling of adjustment letters. Now let us go one step farther. Just as it is wise to concentrate the writing of these letters at one particular point, so is it even wiser to **centralize the tone of the letters emanating from the adjustment department.** Every individual has his own idea of how things should be done. Each of us has some pet scheme that we believe will satisfy our customers, bring in more business, or do something for our concern in ways that we think are better than the other fellow's. Thus it is not at all uncommon to find concerns employing, say, four or five people to handle complaints, sending out letters that have as many methods of approach as there are letter writers!

The more I study this whole problem of business correspondence, the more keenly do I realize that the **letters in themselves are only one step in a vast merchandising process.** Too often those of us who make a study of letters, become obsessed with the idea that the letter is everything. It isn't. It is merely one link in a chain that is sometimes much longer than some of us realize. That is why it isn't enough that we do the things already mentioned in this article, we must probe the matter until we get to the bed-rock of the whole situation.

Adopt A System

Don't, under any circumstances, allow your correspondents, even though your department is centralized, to handle complaints each in his individual way. Adopt a system that will tend to give all letters coming from that department, a positive and business building tone. I will describe a successful method of doing this very shortly.

Too many, in fact most adjustment letters of to-day, are decidedly negative and depressing in their influence. Most of them end something like this: "We are very sorry indeed that you were inconvenienced by receiving a broken chair, and sincerely hope that the steps we have taken will serve to lighten this inconvenience," or like this, "It pained us very much to realize that you had put yourself out and we sincerely hope that you will look favorably upon the adjustment just made you. Thanking you again for the favor and hoping that everything will be satisfactory, we remain," or, again, "Thanking you for writing us as you did, and sincerely hoping that the disagreeable occurence, mentioned in your letter, will not take place again, we remain,"

These endings are not at all unusual as you can see by consulting your own files for replies to complaints you may have made. The point is this: For some uncanny reason our average correspondent feels it his duty to bring in the "sob stuff" and the humility attitude as a necessary conclusion to his

adjustment. This type of ending has only one effect, it leaves the reader with a dull, dark brown taste in his mouth that remains much longer than the man who wrote the letter has any idea.

Another very interesting fault of adjustment correspondence is that of disagreeing with the customer's complaint and then giving him what he asks, later on in the letter. Nothing could be more fatal to the building of good will. This is merely another example of why a worth while policy is necessary, no matter how large or small the number of complaints are.

It should be an unbroken rule of the house that if a customer is to be given the thing he asks for, he should be given it in a courteous, cheerful way that makes him think well of the house. No one likes to receive an adjustment that has been made grudgingly. If it is the policy of the concern to refuse the customer—by all means let's refuse him completely, instead of granting his request in an asinine letter that is neither here nor there.

Another interesting fault of many complaint answerers is that of being too brief and formal. We must never forget that if a customer makes a justifiable "kick," the fault is 100% ours, not his. In other words, we are his debtors and not he ours. Do you see now why visualization on the part of the complaint correspondent is such a vital thing?

The man that really understands the situation, realizes only too keenly that every customer who sends in a message of complaint is **really doing the house a favor.** This is absolutely true. Yet how few adjustments are made on that basis. How few really treat the customer as though he were a human being? We have altogether too many varieties of style in handling complaints even in the same institution. That is why a man at the helm must adopt a definite plan of procedure and stick to it.

The Adjustment Curve Plan

Here is one that I refer to. It is working with uniform success in scores of concerns in different parts of the United States. I call it the adjustment Curve plan. Every adjustment correspondent could use it to advantage: Let him assume that answering a complaint is somewhat similar to scaling a mountain. He will start at the bottom, with his feet in the dirt, as the saying goes. In other words, it is a very good plan to begin the adjustment letter by eating one's humble pie wherever the complaint is justified. Countless tests have proved that the complaining customers reacts very warmly towards that concern that admits its error gracefully as early in the letter as possible.

The Upward Climb

The correspondent can then proceed to climb the mountain by telling the customer in the same first paragraph exactly what he has done or intends to do. He can then imagine that he has dropped back a little from his climb, when he explains as briefly as possible why the error happened. From then on, his will be the upward climb. His next paragraph will consist of a sentence or two to the effect that mistakes of that kind are quite unusual with that concern (if this be the case). His letter will then end with a strong, positive note implying gratitude to the customer and suggesting worth while unusual service thereafter.

Here is a model letter. I call it "model" simply because it served to make a firm friend of a customer that was unusually grouchy, for the concern that wrote it. This particular type of letter follows the four steps I have mentioned:

Admission of Error

"Dear Sir:

You were absolutely right in saying that we had no business to pack your lamp in such a flimsy container. Another one is on the way to you by express, prepaid, and should arrive within the next 24 hours.

Action Taken on Complaint

You can well realize, Mr. Jones, that we regret mistakes of this kind very deeply because we know just how annoying they are.

Brief Regrets, and Short Explanation

The young man who packed your shipment made a mistake in the boxes but realized it only after the order had gone.

Upward Climb; Strong Positive Tone

You will also realize, though, that in the five years you have dealt with us that this is the first time such a thing has happened. This make us confident that it will not occur again.

Good Service Note, Sincerity

Letters such as yours mean a great deal to us because they offer such a splendid opportunity to improve our service right along. That is why we appreciate your writing the way you did.

Strong, Indirect Selling Talk, With the "House" Holding Upper Hand

It is our constant aim to do everything we can to give you even better service in the future than that which has enabled us to serve your satisfaction these last five years.

Yours truly,

.....Co."

The moment we realize the very distinct value of the positive, human, friendly tone in adjustment letters, that moment will see the necessity of having a very concrete method of procedure, to which the tone of **all our adjustment letters must conform.** The main thing in favor of the plan I have just outlined is this same positive attitude. It enables concerns, using it, to get that feeling of security made possible by letters planned the right way—the positive way—that leaves the reader thoroughly conscious of the worth whileness of the institution sending it out.

In the next article we will take up some concrete, collection tactics that have enabled executives to write collection letters that have not only brought in the money but have added to the prestige of their respective concerns. Very few executives have any idea of the distinctly important part collection letters play on the sales sheet. The connection between the two will be very clearly drawn in the article to follow.

In the meantime, if this article has made us think of these four things, it has served its purpose splendidly:

(1) Adjustment letters can make or break an institution.

(2) The need for centralized adjustment correspondence.

(3) The necessity of giving adjustment correspondence a genuine background for letters.

(4) One tone—a positive one for all adjustment letters.

* * *

The exploitation of a lumber area of over 400 square miles in the neighbourhood of Revelstoke, B.C., is being projected by a British group of financiers, including Sir Lionel Fletcher and Sir Connop Guthrie, former representatives of Great Britain with the U. S. Ministry of Shipping.

* * *

Unemployment resulting from the recent industrial depression in various countries reached its highest level in Denmark and Canada, according to the Supreme Economic Council of the League of Nations. In Denmark 15 per cent. of the membership of trade unions reporting to the government were out of work, while in Canada the ratio was 10 per cent. Germany had almost the lowest percentage of unemployed.

WRITING COPY THAT WILL MEET THE NEW CONDITIONS

One of the most wholesome effects of present business conditions is that, with the greater necessity of making every advertising dollar produce definite sales, more time is spent on deciding on the idea of the sales message before a line is written. From an address delivered before the A.A.C. of W. Convention

By Roy S. Durstine

These are times when the ability of the advertising copy writer is being put to the test. It would have been extraordinary if in the past few years of overselling and underproduction the tension toward high pressure selling copy had not been relaxed. Frequently it has been said that the salesmen of the country have softened, and that the sales manager's big job has been to help them work back to a fighting basis.

It is not strange that copywriting should have acquired lazy habits in many instances, particularly since it has not been uncommon to hear a manufacturer say that he didn't care what his advertising said so long as it didn't embarrass his delivery situation any more by actually selling goods.

It is felt in certain quarters that we are just beginning to emerge from a fad of institutional copy—a fad that has followed equally well marked cycles of reason-why and human interest copy in other periods. There are many who seem to find in the magazine and newspapers of to-day a clean-cut difference in the way that headlines are written from the way they were written a year or even six months ago.

It is perfectly evident that sales arguments, particularly price inducements and an appeal to economy, have forged ahead in headlines as the condition of business has changed from a sellers' to a buyers' market.

But it seems also that the institutional note which is accountable for a certain amount of selfishness in advertising copy has come about in another way.

When the writing of advertising copy first crystallized as a business it took the form of listing the merits of a product without any attempt to show the reader how the manufacturer wanted to have its product regarded.

Then those who went more deeply into the subject came to realize that the technique of writing, the choice of words and the method of phrasing, could accomplish much in assisting typography and art to create the right kind of an impression about an advertiser's business.

Stressing The Wrong Element

It was inevitable that perhaps too much stress should be laid on the manner rather than the material. Writers came to feel perhaps unconsciously that copy writing existed for itself alone. Advertising art passed through the same stages.

One of the most wholesome effects of the present business conditions is that, with the greater necessity of making every advertising dollar produce definite sales, more time is spent in deciding on the idea of the sales message before a line of copy is written.

The agency to-day is profiting by experience if it retains all the technical excellence that was developed through the periods when institutional copy blossomed into full flower, but if the technique that makes careful workmanlike copy is preceded by good solid hours of conscientious searching after facts, of listening to the judgments of experienced, practical men, and of weighing the selling possibilities in the light of the fundamental principles which underly all business.

Copy is the flower of advertising. It is the final expression of the whole enterprise. But the man who feels that copy can be discussed by itself and for itself is a florist, not a horticulturist.

Copy runs back too far into the branch and root of advertising to be considered alone. Somewhere down in the subsoil an idea germinates. When it has been discovered and cultivated and allowed to grow and flourish, it may blossom out some day into a piece of copy. But it must have leaves and a stem and it must spring from roots firmly planted not only on but under the ground—or it has no more life in it than the velvet pansies on your wife's Easter hat.

So it follows that any comment on "How the Advertising Agency is Meeting the New Conditions from a Copy Standpoint" must obviously concern itself with the way the agency stands and points on many things besides copy.

If one were to sum it up in a sentence, the new conditions have served to emphasize the soundest principles of advertising and at the same time have opened the way for many amazing symptoms of advertising neurasthenia.

There never was a time which more clearly emphasized that what is needed is less copywriting and more copy-thinking. The campaigns that are coming through are the ones that are founded on a sensible, workable sales idea. Let the writing show all the finished excellence that follows careful workmanship. But let the fine writing begin only after there is an idea to write about.

Need For Intimate Co-operation

It is the easiest job on earth to sit down before a product and write a pleasant, agreeable description of its merits. But that isn't selling; it's reporting. The new conditions have furnished new incentives. It is not so easy to be satisfied with the obvious, the superficial.

These times encourage close, more intimate contact between

the advertiser and the agency man who is responsible for the preparation of his advertising. They have shown how much is lost if contact is relayed so that several people intervene between the man who produces advertising copy and the man in the advertiser's organization who is fired with enthusiasm about the product.

There is small place for the promoter type of advertising man whose chief utility used to be in getting an okay. It's not enough to sell the advertiser. First he must be sold, then his salesmen, then his dealers and then the public. If an idea in copy is not strong enough to survive all four stages, three of which are beyond the reach of the spell-binder's voice, it is not a selling idea worth investment today.

Frequently a timely change has proved wise at it did for a manufacturer who had his copy plans for this year all laid out. A sudden development of an improved feature of the article, together with strong competition on this same feature by competitors forced a sudden switch. A combination was made of the original copy appeal and one embodying the new feature, and this was played up in double page space, the first double page space this advertiser had used.

The result was a remarkable increase, not only in sales, but in dealer co-operation.

On a certain product which had been advertised a number of times in New York City and in a few other large cities, this year larger space was recommended than ever before, with a new kind of copy. Before the first month of the advertising had been completed the sales had quadrupled.

Here is one more actual instance—a striking instance of advertising courage. It was in the case of a maunfacturer making a basic product. Sales fell off so rapidly in the industry that most of the company's competitors were at a standstill.

It happened that this company's advertising agent was also a director. He proposed and urged with great vigor an advertising campaign of over a million dollars to be consistently carried out no matter what might happen. With some opposition the board agreed. That was six months ago. The first month showed a loss of a quarter of a million on the company's books. The second month $175,000 and the third month $110,000.

> "COPY is the flower of advertising," says Mr. Durstine. "It is the final expression of the whole enterprise. But the man who feels that copy can be discussed by itself and for itself is a florist, not a horticulturist."

"Fight It Out On This Plan"

The directors called a meeting to consider economies and, as sometimes happens, there were those there who began by considering the advertising. But the advertising agent reminded them that this was a come-what-might program, told the directors that they were committed to it and reviewed the arguments that had led them to adopt the policy six months ago. In the end he carried his point.

To-day that company's sales have changed its figures from red to black and though his competitors are still running on part time our advertising friend spent a pleasant Sunday a few weeks ago helping his fellow-directors inspect and buy a new factory for added production.

You remember the story of the old greenskeeper on the golf course in Scotland who was asked by an American visitor how he got such wonderful turf. The reply was:

"Ye seed it and water it and roll it and then ye just keep on rolling it for a matter o' three or four hundred years."

The advertising agencies are meeting the new conditions by basing their plans and determining their appeals on facts, just as they have done year in and year out under old conditions and under new conditions and under all conditions. The only difference is that every one is more alert, working harder, thinking straighter.

A query on this subject sent to the heads of several leading agencies confirmed this belief. Here are a few of the replies reflecting the judgments on which it is safe to estimate that more than $50,000,000 will be invested in advertising in the next twelve months.

1.—"Except in an incidental way, the present conditions of business have not affected the style of copy employed by our clients nor have they, to the best of our knowledge, made any radical changes in advertising plans."

2.—"Our major accounts have developed to the point where they think of their advertising primarily as a message to the people and the type of message that sold their product last year seems to be selling it this year."

3.—"With us it has always been the exception rather than the rule to find that the facts warranted so-called institutional advertising.. Such being the case we do not find it necessary to change our copy during this present depression, when advertising had to carry such a very real burden."

4.—"I cannot see that any abnormal hopes, or wishes, or itches have crept into the copy needs for today. What was believed to be good selling copy before the war is believed to be good selling copy today."

5.—"Beginning around the first of the year, all of our direct accounts started to show renewed vigor, due to the new circulation, slightly reduced rates and less competitive advertising. An advertiser who buys space today is getting a great deal more for his money than at any time in the past two years."

6.—"The times demand not so much change in copy appeal as a firm adherence to the vigorous advertising policy that was so easily maintained when times were prosperous."

7.—"We are running one of the largest campaigns we ever handled for a client who in the face of a rapidly falling demand for his product, is meeting it in the sound, logical way; that is, by increased advertising. There is no essential difference in the tone of the advertising from what he would use at any time to sell his goods. There has been a change in mediums, because formerly principally a magazine advertiser, at present his increased campaign goes into newspaper, although his old magazine campaign is retained. The point is that he sees, and other manufacturers should see, that when the people are not buying, that is the time for increased advertising effort rather than diminished."

Closing Up The Gaps

These men are using their research departments perhaps a little more thoroughly. Their

The Editorial Page and the People

Because of the great influenec of Thc Globe's political editorials, and the manner in whieh they are quoted from one ènd of Canada to the other, some who do not read The Globe imagine that its Editorial Page is "all politics."

Readers know this is not so. A wide variety of topics is is discussed every day, and in addition special articles and reprints of notable editorial expression in other papers appear.

A remarkable number of "Letters to the Editor" is rceeived. This department is a forum to which many people contribute divergent views,

Some readers of The Globe may disagree with certain of its editorial opinions. But no one mistrusts Thc Globe. No suspicion of ulterior motive attaches, because there is no ulterior motive. The Globe is absolutely free of any financial or political influence. It constructs and criticizes as it will.

The Globe has built eharaeter during its 77 ycars of publieation. That character is evidenced by the esteem accorded to its Editorial Page.

It is the character of The Globe whieh gives prestige to the products it advertises, and brings the results with which so many advertisers are gratified.

An Encyclopaedia of General Information

From an editorial in the OWEN SOUND SUN-TIMES, a leading Provincial newspaper, February 5, 1921.

The Sun-Times was asked the other day to recommend a magazine or periodical from the reading of which one could keep in intelligent touch with the affairs of the Province, the Dominion, and the rest of the world. The answer was the editorial page of The Toronto Globe. Apart altogether from its political news and views, it is regarded as an encyclopaedia of general information ; in fact, a University open the year through to which students are admitted on application, without matriculation, and in which all students will receive the utmost courtesy and toleration. whatever may be their nationality, race, or religion.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

fieldmen are more active, covering more ground, sending in better reports. Every plan is checked and rechecked with greater care. Every medium is examined with a more critical eye.

But the point is that when enough facts are gathered, when an appeal is decided upon and a wise course of action is mapped out—then the agency's job is to see to it that the advertiser's welfare is not sacrificed by internal hysteria, by a wild scramble for a panacea, by emergency methods which may easily destroy years of sistent building.

"Nothing could produce so bad an effect right now," says an advertising man of national standing, "as to let advertising reflect a state of mind of startled apprehension, implying that the advertiser has been on the wrong track until now. The only difference in these times from other times is that the people are not buying as freely as they did once, but any advertising that was made to sell goods will sell goods now if it is increased enough to ov- which prevails."

Does all this mean that an advertising agent who has been asleep for the past six months could wake up and rub his eyes and start right in writing copy that would meet the new conditions?

Probably not. But he would be much better fitted for the task than any one who had been spending that period running around in circles telling his own customers that he could double their sales in six weeks and promising every other agency's customers that he knew how to bring rabbits out of silk hats.

The quality needed in meeting new conditions is stability without rigidity. If the facts show that a certain territory needs newspaper advertising, let there be newspaper advertising. If a package needs to be displayed more prominently, let it be magnified. If all consumers are reluctant buyers, let them all be treated as they have since advertising began—by hammering them harder. If there are real reasons to get more inquiries, let the booklet occupy more prominent space.

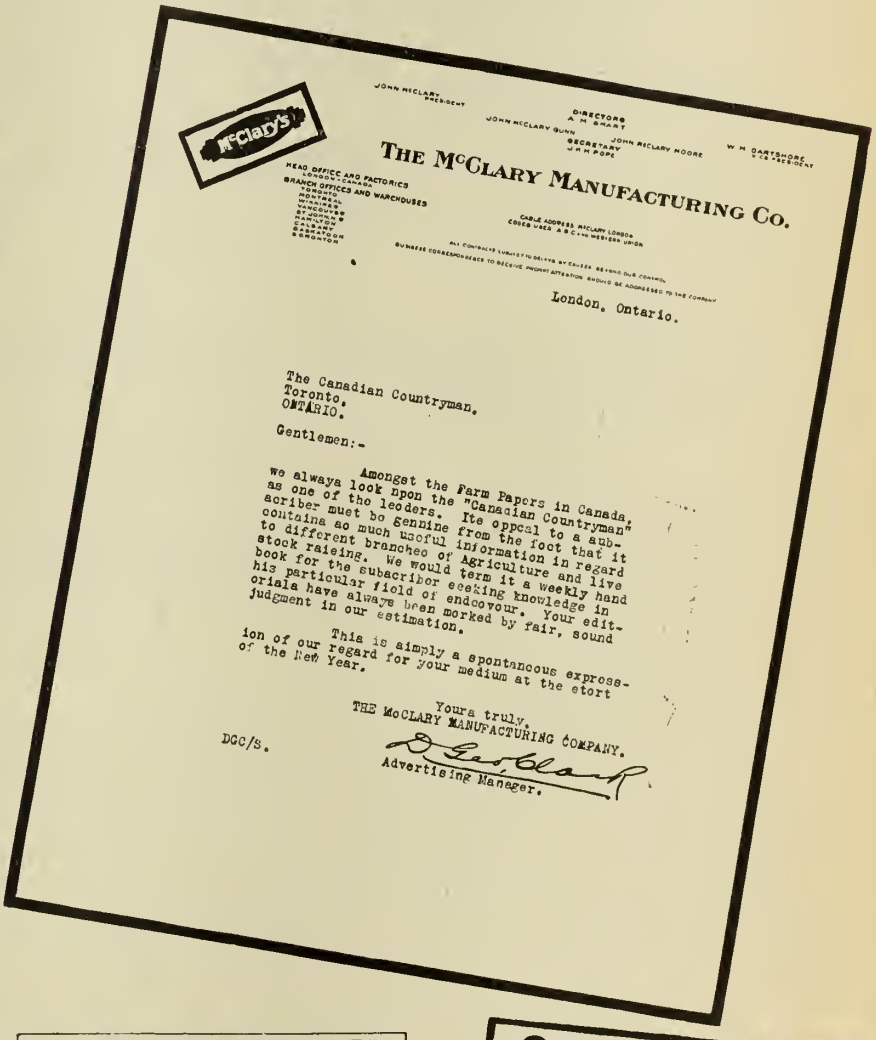
But let all these things happen naturally, not because some one has been thrown into a panic and wants to pass the buck to the advertising. Let them happen if sound advertising reasons say they should and if those reasons are based on enough facts and if the link between sales and advertising can be forged more closely.

Saying it from another viewpoint, the way that the advertising agency is meeting the new conditions is with a level head, with a keener desire for harder work and fair play in competitive dealings, with a brainful of selling sense and a heartful of advertising courage.

The Livelihood of Thousands Depends on Ontario's Forests
THIS is the first of a series of advertising articles to appear weekly in this paper. These advertisements are unusual in that they will deal with the business of every citizen of Ontario. They are intended to enlist your co-operation in a province-wide campaign to prevent forest fires and to put money in your own pocket.
FORESTS of Ontario are the basis for a very large part of the prosperity of Ontario's people.
The lumber industry of Ontario in camps and mills alone gives employment to 17,000 men with a payroll of $12,000,000 and an invested capital of $45,000,000. Ontario employs one-third of Canada's lumbermen and produces one-quarter of Canada's total annual cut.
The sash and door and planing mills of Ontario, which depend on the 800 lumber mills and the log-making industry for their raw materials, employ 4,000 persons with a total wage roll of $3,000,000 per year.
Pulp and paper mills employ 8,000 persons, and pay $7,000,000 in wages with over $90,000,000 invested.
In addition, there is the railway tie industry, wood distillation industry, cooperage industry and many others. These are the foundation industries for all that immense number of other industries which use their products, so that if you trace it down, directly or indirectly, every citizen of Ontario is affected.
Save Ontario's Forests
They're Yours
ALL these men, all these payrolls, all these industries, depend for their very existence upon the trees standing in Ontario to-day. Tracts of timber, mature and ready to cut, mean immediate payrolls for the log-makers, the river drivers, the saw mill men and the pulp mill employees, for the tie makers and other wood workers, and men of other industries using wood workers' products.
Along with stands of mature timber are tracts of trees which will be big enough to cut into saw logs or pulp wood five years from now; others in ten years; still others in fifteen years, and so on down to the very youngest trees. That is to say, all our forests, all our trees, little and big, represent wealth. They mean money right now or money next year or the year after or in the future. They mean pay rolls and employment. They mean men's livelihood. The preservation and the welfare of Ontario's forests affect every man, women and child in the province.
Every stick of timber, little or big, wasted and burned by forest fire, that greatest of all menaces to the forest and wood-working industries, is a direct loss to YOU.
Your co-operation as a citizen is needed to prevent fire and save Ontario's forests.
Ontario Forestry Branch
Parliament Buildings
Toronto

As exemplifying the enlightened attitude of the Provincial Government toward advertising, the above reproduction of one of a series of advertisements prepared by the James Fisher Company, Toronto, has a special interest for advertisers generally. Formerly, the Government would have restricted its educational appeal to fugitive and gratuitous notices in the news columns of the press. Nowadays, however, it chooses, with commendable independence and foresight, to take its place on even terms with private enterprise in paying for whatever space it may require. That results have abundantly confirmed the wisdom of its change of policy in this respect is sufficiently attested by the outstanding success of the popular campaigns it has hitherto conducted.

Canadian Countryman always One of First on List for McClary's Stoves and Furnaces



JOHN McCLARY, PRESIDENT
DIRECTORS
JOHN McCLARY GUNN
A. M. SMART
JOHN McCLARY MOORE
W. H. DARTNELL
SECRETARY
J. H. H. POPE

THE McCLARY MANUFACTURING CO.

HEAD OFFICE AND FACTORIES
LONDON, CANADA
BRANCH OFFICES AND WAREHOUSES
TORONTO
HAMILTON
OTTAWA
WINNIPEG
REGINA
CALGARY
VANCOUVER
EDMONTON

CABLE ADDRESS: MCLARY, LONDON
CODES USED: A.B.C. 5TH AND 6TH EDS.
WESTERN UNION

ALL CONTRACTS SUBJECT TO DELAYS OR CAUSES BEYOND OUR CONTROL.
BUSINESS CORRESPONDENCE TO RECEIVE PROMPT ATTENTION, SHOULD BE ADDRESSED TO THE COMPANY

London, Ontario.

The Canadian Countryman,
Toronto,
ONTARIO.

Gentlemen:-

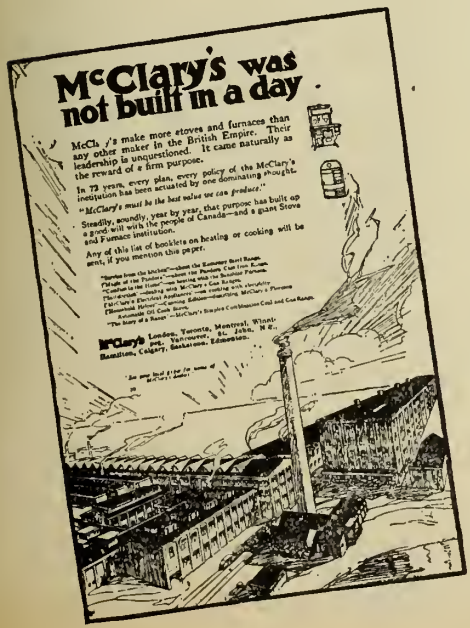
Amongst the Farm Papers in Canada, we always look upon the "Canadian Countryman" as one of the leaders. Its appeal to a subscriber must be genuine from the fact that it contains so much useful information in regard to different branches of Agriculture and live stock raising. We would term it a weekly hand book for the subscriber seeking knowledge in his particular field of endeavour. Your editorials have always been marked by fair, sound judgment in our estimation.

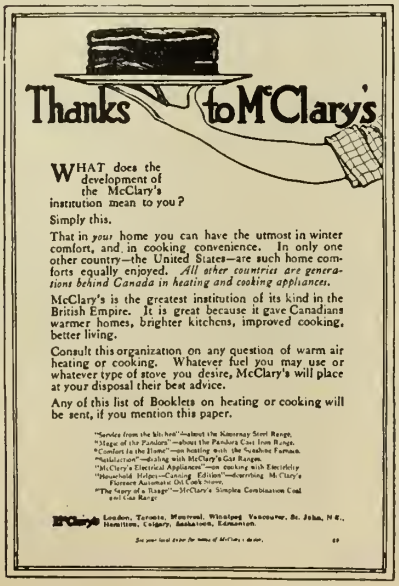
This is simply a spontaneous expression of our regard for your medium at the start of the New Year.

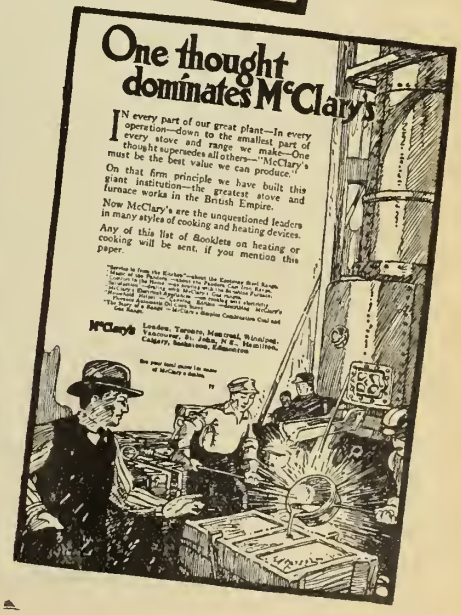
Yours truly,
THE McCLARY MANUFACTURING COMPANY.
D. McClary
Advertising Manager.

DGC/S.

SERVICE FROM THE KITCHEN
Consult McClary's
What better source of information on cooking and heating devices could you find than this institution—*the greatest of its kind under the British Flag.*
McClary's have developed cooking appliances from the early wood stoves to the modern range. They experimented with every fuel, until they found the most practical way to use it for cooking and heating.
The results of McClary's seventy years of effort, original designing to finished product can now be placed before you, in booklet form—enabling you to choose intelligently the style of equipment most suitable for your home.
Any of this list of Booklets on heating or cooking will be sent, if you mention this paper.
"Service from the Kitchen"—about the Kootenay Steel Range.
"Magic of the Pandora"—about the Pandora Coal Iron Range.
"Comfort in the Home"—on heating with the Sunshine Furnace.
"Satisfaction"—dealing with McClary's Gas Ranges.
"McClary's Electrical Appliances"—on cooking with electricity.
"Household Helper"—Canning Edition—describing McClary's Florence Automatic Oil Cook Stove.
"The Story of a Range"—McClary's Simplex Combination Coal and Gas Range.
McClary's London, Toronto, Montreal, Winnipeg, Vancouver, St. John, N.B., Hamilton, Calgary, Saskatoon, Edmonton.
See your local paper for name of McClary's dealer


McClary's was not built in a day
McClary's make more stoves and furnaces than any other maker in the British Empire. Their leadership is unquestioned. It came naturally as the reward of a firm purpose.
In 72 years, every plan, every policy of the McClary's institution has been actuated by one dominating thought.
"McClary's must be the best value we can produce."
Steadily, soundly, year by year, that purpose has built up a good-will with the people of Canada—and a giant Stove and Furnace institution.
Any of this list of booklets on heating or cooking will be sent, if you mention this paper.
McClary's London, Toronto, Montreal, Winnipeg, Hamilton, Calgary, Saskatoon, Edmonton.


Thanks to McClary's
WHAT does the development of the McClary's institution mean to you?
Simply this.
That in *your* home you can have the utmost in winter comfort, and in cooking convenience. In only one other country—the United States—are such home comforts equally enjoyed. *All other countries are generations behind Canada in heating and cooking appliances.*
McClary's is the greatest institution of its kind in the British Empire. It is great because it gave Canadians warmer homes, brighter kitchens, improved cooking, better living.
Consult this organization on any question of warm air heating or cooking. Whatever fuel you may use or whatever type of stove you desire, McClary's will place at your disposal their best advice.
Any of this list of Booklets on heating or cooking will be sent, if you mention this paper.
"Service from the kitchen"—about the Kootenay Steel Range.
"Magic of the Pandora"—about the Pandora Coal Iron Range.
"Comfort in the Home"—on heating with the Sunshine Furnace.
"Satisfaction"—dealing with McClary's Gas Ranges.
"McClary's Electrical Appliances"—on cooking with Electricity.
"Household Helper—Canning Edition"—advertising McClary's Florence Automatic Oil Cook Stove.
"The Story of a Range"—McClary's Simplex Combination Coal and Coal Range.
McClary's London, Toronto, Montreal, Winnipeg, Vancouver, St. John, N.B., Hamilton, Calgary, Saskatoon, Edmonton.
See your local dealer for name of McClary's dealer.


One thought dominates McClary's
IN every part of our great plant—In every operation—down to the smallest part of every stove and range we make—One thought supersedes all others—"McClary's must be the best value we can produce."
On that firm principle we have built this giant institution—the greatest stove and furnace works in the British Empire.
Now McClary's are the unquestioned leaders in many styles of cooking and heating devices.
Any of this list of Booklets on heating or cooking will be sent, if you mention this paper.
McClary's London, Toronto, Montreal, Winnipeg, Vancouver, St. John, N.B., Hamilton, Calgary, Saskatoon, Edmonton
See your local dealer for name of McClary's dealer.

TWELVE TIPS ON ADVERTISING*

TIP NO. 4.—CATCH THE MIND AND STICK IN THE MEMORY

The headline is the door of the advertisement. It must make the reader walk in. When expensive space in a newspaper or magazine is bought a fit headline should be used. Something worth saying should be said.

By HERBERT N. CASSON

An advertisement is divided into three parts—the upper, the middle and the lower. In this article we are still dealing with the upper part only.

As we saw last month, the first thing is to "catch the eye and arouse curiosity" by means of art-work or any unique device.

The next thing is to catch the mind and stick in the memory. In a word, the next step is to write the headline.

Usually, the headline is the dullest part of the whole advertisement. Actually, there are hundreds of firms that put their own names at the top of their adverts.

Nearly every drapery firm in London does this. So do most of the newspapers. They print their own name at the top of their posters, instead of at the bottom.

Their advertisements are upside-down, as the eye reads the top first. Such a topsy-turvy poster will be noticed by the readers of the paper, but not by the non-readers. A regular **Chronicle** reader, for instance, will not read a **News** poster, if **News** is at the top. But if **News** is at the bottom, he cannot help himself. He **must** read it.

If you put the name of your firm at the top, then your advertisement becomes a mere page of a catalogue. It is seen by those who want to see it, but not by the indifferent.

As a practical rule for all advertising writers, it is safe to assume that everybody is indifferent.

If you aim for the keen, you will miss the indifferent; but if you aim for the indifferent, you will hit the keen, as well.

Roughly speaking, the public may be divided into 3 classes:

(1) The customers you have.

(2) The customers you might have.

(3) The customers you will never have.

So, a headline must be written to catch the mind of the second class, not the first.

Many a merchant is selling to only 10 per cent. of the families in his town, when he might be selling to at least 20 per cent. if he knew how to advertise.

To catch the mind of the indifferent, then, a headline must be unique or timely, or in some way worth noticing.

A really good headline is quite a rarity, as most of them are dashed off at high speed by a man who has never spent even one month in the study of the English language.

The fact is, that if you have to write an advertisement in an hour, it is best to give 30 minutes to getting the data and planning the display; 15 minutes to writing the copy and 15 minutes to writing the headline.

HEADLINE MUST AROUSE READERS' INTEREST

The headline is the door of the advertisement. It must make the reader walk in; and this is no easy matter, in these days when every hoarding and newspaper and magazine and bus is packed with advertising.

A headline may refer to yourself, your goods or your customer. The first is ineffective; the second is fair; the third is good.

If I am selling gloves, for instance, I may use these headlines:

BUY CASSON'S GLOVES

CASSON'S GLOVES ARE DURABLE

CUT DOWN YOUR GLOVE BILL

The first of these is ineffective; the second is fair; and the third is good.

As a few other examples of headlines, take these from this morning's newspaper:

YOUR SKIN'S DAILY NEED —good.

BOURNVILLE CHOCOLATES —ineffective.

MORE THAN SOAP YET COSTS NO MORE.—very good.

DERRY & TOM— QUALITY AND SERVICE—ineffective

SOMETHING FOR EVERY MOTHER—very good.

KEYSTONE BURGUNDY IS THE FINEST AUSTRALIAN WINE—fair.

HAS YOUR MATTRESS 1,000 SPRINGS IN SEPARATE POCKETS?—very good.

EXCEPTIONAL OFFERS!—ineffective.

WHY THE WAITER HAD AN EXTRA RUN—very good.

GREAT RUSH FOR HUSTLER SOAP—fair.

In general, we may say that abstract words should never be user in a headline. Such phrases as these are quite worthless:

QUALITY IS ECONOMY.

SEEING IS BELIEVING.

DIVISION OF LABOR SPELLS SUCCESS

An abstract word has no life in it, It means little to the average man and nothing to the average woman.

The best headline has action or personal interest in it. If you wish to advertise a hen food for example, you would not say:

THE ECONOMIC POSSIBILITIES OF HEN CULTURE

You would rather say—

16 HENS ARE PAYING HIS RENT

A very successful woman's magazine uses such headlines as these to advertise next month's articles:

A LETTER THAT BROKE UP FIVE FAMILIES

HOW I MADE A CAT STRETCH ITSELF ON THE STAGE EVERY NIGHT

REMARKABLE CONFESSION OF A BISHOP'S WIFE.

Perhaps the most famous headline in the world—one that

*Copyright in Great Britain and U.S.A. by Herbert N. Casson. Copyright Canada 1921 by W. A. Lydiatt

If your advertising is placed on a basis of Buying-Power, consider the fact that the Province of Saskatchewan is just about to reap a record Wheat crop.

The Saskatoon Daily Star

SASKATCHEWAN'S GREATEST NEWSPAPER

The Saskatoon Phoenix

Only Morning Newspaper in Northern Saskatchewan

talk to you in terms of Real Buying Power. Crops have been light in Saskatchewan for several years and the people have put off buying many things they desire. This year, with a crop that promises to exceed the record-breaking 1915 yield, they will be in the market to buy the things you have to sell.

The Star and the Phoenix will carry your message to them. No other advertising medium will.

The joint foreign advertising rate of The Star and The Phoenix is nine cents.

W. F. HERMAN, Proprietor

Also proprietor of The Border Cities Star, Windsor, Ont.

National Advertising Representatives—

F. W. THOMPSON,
100 King St. West, Toronto, Ont.

W. H. STOCKWELL,
People's Gas Bldg., Chicago, Ill.

C. E. MILLER,
235 Fifth Avenue, New York.

has made an immense business, is "His Master's Voice."

This headline, with its picture of the small white dog listening to a gramophone, at once caught the mind of the public. I doubt if it has ever been beaten.

Another headline that has made a fortune for the firm is—**"Good Morning, Have You Used Pear's Soap?"**

A moving contractor has made a success by the use of one headline—**"The World Moves, So Does Turner."**

An optician has built up his business by the clever phrase—**"If You Can't See, See Stover."**

Beecham made a fortune by using—**"Worth a Guinea a Box."**

The fact is that the public loves a clever jingling phrase. Most minds are juvenile, and all of us, young or mature, can remember a simple statement more easily than a profound one.

Importance Of Right Headline

I doubt if any one of us can remember one of the Thirty-Nine Articles, or a single sentence in Adam Smith's "Wealth of Nations," but we all know "Jack and Jill" and "Hey-Diddle-Diddle."

It is not too much to say that any merchant or manufacturer can vastly increase his business, at a low advertising cost, if he will only get the right jingling headline and have the patience to make it known.

The name of the firm itself is not enough. There is no human interest in a name. It does not catch the mind and stick in the memory.

As for trademarks, there are few good ones and the public is not interested in them. To advertise a trademark is to try to get the public to play your game. Sometimes you can do this, but it is taking the line of most resistance.

Make your goods interesting and you won't need to bother about a trademark.

When you buy a large bit of expensive white space in a newspaper or magazine, put a fit headline at the top of it. Say something worth saying.

Remember that your headline must compete with the headlines of the news and the titles of love stories.

It must be clever, or alliterative, or jingled, or personal, otherwise the public will not see it at all.

* * *

COLOR: AN EFFECTIVE SALES HELP

Actual tests demonstrate 85 per cent. of all merchandize is sold on the strength of its visual appeal. Bright, cheerful colors attract our attention first and are remembered longest. Results show from ten to one hundred times as many sales from the use of a color page as from the use of black and white.
Address delivered before the A.A.C. of W. Convention.

By Harry R. Wellman
Professor of Marketing, Amos Tack School of Administration and Finance, Dartmouth College.

Color is life, action and power. Its appeal is universal. Used righty, it is the most powerful single stimulus that you can apply to your sales problem.

Starting with the product itself, let us ask, can its appearance be improved? Can an advertising reproduction of the present package ever be made sufficiently attractive to increase sales? Is the trade-mark reproducible from the advertising standpoint? Is the type right, or haven't we yet established a type? These are advertising engineering essentials that have much to do with the success or failure of the campaign.

And fortunately, it is no longer impossible to make changes, if changes are really desirable. Aunt Jemima has performed a real service to advertising in proving to manufacturers generally, that the public does not lie awake nights worrying about changes in the appearance of package, trade-mark or type of appeal. If it's wrong, change it. After all, the only people who will know of the change will be your immediate official family. We sometimes take our "line" too seriously.

When you are sure that your product is presenting its case in the best possible manner, analyze your market. Who buys it, where do they live and how numerous are they, either as actual buyers or prospects? Perhaps you will say, 'This is the job of the sales department. Numerically, it is, but from the point of view of human actions and reactions which result in buying or not buying, it's your job.

Analyzing The Market

We are too prodigal in our attempts to educate the retailer and too hesitant in educating ourselves. How many of us know or appreciate the fact, that taking 100 as a basis we have 100 per cent. competition in reaching the druggists window, 56 per cent. competition in reaching the grocer's window and almost no competition comparatively, in reaching the other fields?

Having determined your facts buy your advertising to fit conditions as they exist. The facts of circulation, type and number of readers have been pretty thoroughly established in the publication field. It is now possible for you to select your market and purchase media to cover it, with a fair degree of certainty. Color facts are less established. Many color facts now chartered are either overemphasized or are of very little importance to any but those actually engaged in the business of color reproduction.

Therefore, it does not seem desirable to take up your time with trick facts regarding the percentages of light velocity and other technical data. Instead, it is my purpose to state, in advertising language, these color facts that seem fundamental for its proper usage.

Many chapters have been written, which deal with the

More Than White Space

MERE white space is but part of the merchandize offered for sale by THE OTTAWA JOURNAL DAILIES.

It offers its advertisers whole-hearted, untiring and efficient co-operation in producing maximum results from their publicity —*and* it presents the most effective point of contact with the homes in the rich Ottawa field.

Every line of business is covered in the comprehensive investigations of *"THE JOURNAL'S"* PROMOTION AND SERVICE DEPARTMENT, the service rendered including—

The furnishing of merchandizing data either from the up-to-the-minute statistics on file, or by individual investigations of any merchandizing problem.

Making trade investigations, which are spoken of, repeatedly, as being of particular benefit in determining not only the competition but the opportunities in the Ottawa field.

Keeping the trade notified of new contracts received.

Enlisting dealers' co-operation in window and counter displays.

Mailing broadsides or proofs of ads to the trade.

Providing reliable lists of wholesalers and retailers in any line.

Reporting on the effectiveness of the distribution of any product.

THE JOURNAL plays no favourites and makes no charge for this work. The underlying object of "JOURNAL" SERVICE is to obtain the greatest measure of success from each advertising campaign.

A comprehensive survey of the Ottawa Field, recently compiled, will be sent to any interested executive.

THE OTTAWA JOURNAL

"The Capital's Dominant Home Medium"

Average Net Paid Circulation for the 6 months ending June, 1921 **27,286** **Copies Daily**

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East **MONTREAL**—J. B. Rathbone, Manager, 317 Transportation Bldg
LONDON, ENG.—Robert Houston, Effingham House, 1 Arundel St. Strand, W.C. 2

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. **CHICAGO**—1035 Peoples Gas Bldg. **BOSTON**—Old South Bldg.

influence of color in terms of human emotions. Who does not recognize the warm, human appeal of Russet-Brown? "Nut brown ale" has become but a memory, yet the glow returns, even as we read the words.

It is interesting to analyze the signficance of one of the primary colors. Take red, for example. We do not need much imagination to proceed from 'warmth' to fire, to danger, to peril, to destruction. Red is explosive. Through our lifetime association, from earliest childhood even, red has signified danger.

In China, colors play a most important part in the general life of the people. Not only are dynasties indicated by color but the different strata of official life, customs, habits and religion, are sharply marked and accentuated by an accepted color plan.

While we in America, do not have as pronounced color beliefs as these, yet we do have certain known favorites which it is well to recognize in making our advertising appeal. Moreover, think of the accepted color reactions in terms of your own product. Yellow should not be used to advertise food.

Design Must Be Simple

The primary colors, red, yellow, blue, and for the purpose of this discussion, green should be included, are simply pigments representing colors most used for effect by the greatest of artists, Mother Nature. Primary colors are "full strength;" they arrest the attention, serving as the stop, look and listen signs in the transmission of ideas through color. Pure or primary colors, register for a greater distance and are more permanent than blended colors, or shades of one color.

This very strength, however, makes the practical use of primary colors, extremely difficult. The first essential is, of course, simplicity. Any strong, direct appeal must be simple—simple in color selection—as in text. A simple well-thought-out design, plus the application of the right color—and only the right color—insures the success of the appeal.

Design then must be considered. Simplicity is Nature's keynote. Which house do you notice and admire on your street? Which garden catches your interest and holds your attention? In the present over and under dressed area, which gown catches your eye? In your own office, does the trick suit of clothes ring any bells with the rest of the crowd. Simple, clean cut design wins in every case. Technically, it should, because it offers less resistance to the mind. In other words, Art is simplicity.

And people do appreciate Art. If you doubt it, go into any part of the city and watch the crowd noticing or not noticing, color displays. You will find your crowd—rich man, poor man, beggar man, thief—grouped before the newest Parrish! Real art doesn't need an interpreter. Back in the 'good old days," when the Church dominated the religious, civil and business life of Europe, we find the Church recognized and set apart those monks who could make attractive hand borders and illuminated letters. Their service was paid for by special privileges at first, but later on, they received money payments for this work. Then we find—perhaps to our surprise—the names of great artists signed to early inn sign boards and to other early advertising copy. If the eighteenth century was able to recognize the effectiveness of a Landseer painting for advertising, we probably will make no mistake in continuing to pay more than a hundred dollars for art work!

Transient Value of Trick Effects

The recent advances in the printing art and color reproduction, makes possible the use of almost all colors in combination. Combinations of red, blue, yellow, scarlet, olive, green, violet, orange, green violet, and purple, yellow, gray-green, are generally accepted as being desirable and effective in the modern selling campaign. Analyzing these color combinations generally preferred at present, we find that the same combinations appear in the best examples of Italian painting of the Renaissance period. There is nothing new under the sun. In your own business you attempt to find the method that has proved successful, that has stood the test of time. In selecting your advertising designs you would do well to follow the same method, choosing the combinations of known merit and avoiding the trick effects that have but momentary value.

Some one has said: "When the world was young, man learned to observe through his eyes before he learned to speak. And before he learned to write or read he learned to talk in pictures. The visual appeal came first of all, and to-day the visual appeal is still the most immediate.

As a matter of actual test, 85 per cent. of all merchandise is purchased on the strength of its visual appeal. Wonders can be accomplished with cold type and line drawing but color is the only means that can be used to give adequate visual representation of your product. Color strengthens any advertising appeal. Bright, cheerful colors attract our attention first and have the strongest memory.

Sales Influence Of Color

There have been some very interesting experiences (in the use of color) in the catalogue field. The color page has established its ten-time effectiveness without question. In fact, the test by departments, shows a range of from ten to one hundred times as many sales from the use of a color page as from the use of black and white. While these tests were being carried on, it was also discovered that sales increased proportionately as the number of illustrations per page decreased. In other words, the mail order house discovered that one article, well designed and well illustrated, sold more merchandise than the former crowded page.

In the direct-by-mail circular and follow-up field, we find that even the addition of one color has increased the selling power from 18 per cent. to figures too high for quotation purposes. Here again we find, however, that the addition of color usually implied better type arrangement and more thought in the preparation of the copy. It is a fact that the larger the investment the more care taken by the copy writer in the preparation of the selling appeal.

WILL YOU ALSO REAP?

THE farmers of the West, aided and guided by THE NOR'-WEST FARMER, are preparing to reap a crop that promises to be unusually good. Men, horses, and tractors are ready—binders and and threshing instruments are tuned up, waiting to cash in on the year's effort of a group who work while others complain.

Are you as well prepared to "save" the crop of business that will immediately follow harvest? Has your advertising machinery and sales threshing outfit been properly overhauled? Will you, when the field of sales is golden, harvest your share?

Whether you will or not, you can!

THE NOR'-WEST FARMER, by far the largest practical farm paper in the West, is read in one out of three English-speaking farm homes from the Great Lakes to the Rockies. And it is read because it helps —helps to establish better homes through increased crops and herds.

Because it is a semi-monthly it cuts a double swath. You garner twice the grain at every round. The actual sales per advertisement are much larger. An appropriation for Western Canada, based on THE NOR'-WEST FARMER, is the best equipment for reaping the coming crop of sales.

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A. B. C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

Marketing and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

W. A. LYDIATT, Editor
WM. G. COLGATE, Associate Editor
JOHN C. KIRKWOOD, and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 14 JULY 15th, 1921

The Printing Trades Strike

Buyers of printing in Canada should commend and support the stand of the master printers in resisting the unreasonable demands of the printing trade unions. The decision to withstand these demands and establish the printing industry on an "open shop" basis is not, of course, entirely disinterested. Employing printers realize that unless they make a stand some time there will be no peace nor stability in their industry. Further, they realize that increased printing costs at this time might seriously affect the volume of printed matter produced.

On the other hand it should be appreciated that the master printers are seriously inconveniencing themselves—many of them jeopardizing their individual businesses—in order to keep printing costs down. This disposition has not been common to every branch of industry. Even in so closely allied a trade as the engraving business there has been nothing like the same strong, concerted resistance. The engraving trade—as has been the case in other lines—seems to have considered itself first and its customers a far-away second. The tendency to submit weakly to union demands and pass the increased cost on to consumers has been altogether too general. The master printers are among the very few employers who have had the courage to face a serious disruption of business in order to prevent a further inflation of prices.

Purchasers of printed matter should take these facts into consideration, and the utmost support should be extended to those shops which are continuing to fight for fair conditions. At the moment this support is most effective when it takes the form of patience under existing conditions. It is useless to deny that the International Typographical Union is one of the strongest trade unions on the continent. It cannot be resisted without disturbance and inconvenience, and its members cannot be replaced in a few days or a few weeks. It will take a little time to recruit or train compositors to fill their places; but it is being done much more expeditiously than either the union or the employers calculated in the first few days of the strike. By the end of the summer, production in most of the printing centres affected should be pretty well back to normal. Such a forecast is not unduly optimistic in view of the discovery that under "open shop" conditions there is a marked increase in output as compared with production under the union regime.

* * *

Fruit Growers Become Active

For years Canadians generally have taken a just pride in their ability to grow fruits comparable in every respect to the best of those of any other country. Only lately, however, have the fruit growers of the Dominion shown any active disposition to realize that this sentiment, strong as it is, cannot hope to make much headway against the inroads of United States fruit growers in the Canadian market. Something else is needed. Some educational agency, that is, must be set to work to offset the potency of the "imported" charm and to create a larger and more specific knowledge concerning our own products. Out of a desire to stem the tide of foreign fruits into the United States, the California Fruit-Growers Association was born. To-day no one who reads at all can be unfamiliar with the good work this association has done in making California lemons, oranges and raisins better known. It has done more: It has so established itself through advertising in the good graces the public that its products may almost be said to be standardized. California associated with fruit has come to mean to the housewife something quite definite in the way of quality. Is it that Canadian fruit growers are lacking in initiative and organizing ability that they have failed so far to accomplish as much in their own behalf?

To concede this would be to confess a bankruptcy in inventive resources which no Canadian would admit. We have unrivalled fruit gardens, we have adequate transportation and distribution facilities; we have the market. All that is required for our own fruit growers to secure for themselves that enlargement of their natural and rightful market now imperilled by the importation of foreign-grown fruits, is organization, teamwork and informative publicity. The contemplated campaigns, recently announced in Marketing, of the Niagara District Fruit Growers' Association and the Clarkson Association are moves in the right direction. But even here more will be gained in the long run by concerted and continuous efforts rather than by the isolated and feeble, if not futile, operations carried on by minor organizations working alone.

When it is estimated that our imports of merely apples, grapes and peaches from the United States for the year ended March 31, 1921, amounted to almost three million dollars, it will be seen that the field yet to be won by the Canadian fruit and vegetable grower is well worthy of cultivation. Nature, proximity to the market, and the artificial, but none the less effective, aids of tariff and exchange are all on the side of the native producer. To what extent then will he profit by them? That's the question which now confronts him. His whole future, and to some extent, his very livelihood itself, may be said to depend upon the way in which he meets his present opportunity.

ANALYSIS OF NEWSPAPER CIRCULATIONS

Based on the Daily Newspaper Publishers' Statements to A.B.C. for Six Months Ending March 31st, 1921

NAME OF PUBLICATION	CIRCULATION							Subscription Rates		Subscription Methods			
	Total City	Total Suburb.	Total Country	Total Net Paid	Arrears Over 6 Mos.	Arrears Over 1 Year	Total Distr.	By Mail Per Year	By Carrier Per Week	Prem. Offer	Club Offer	Circ. Contest	Carrier Contest
ALBERTA													
Calgary Albertan	4,974	6,412	668	12,054	471	817	14,154	$8.00	25	No	No	Yes	No
Calgary Herald	15,257	8,659	1,217	25,133	—	—	26,133	$8.00	25	No	No	No	Yes
Edmonton Bulletin—Morning	3,159	3,983	573	7,715	—	—	8,404	$8.00	25	No	No	Yes	No
Edonton Bulletin—Evening	607	700	156	1,463	—	—	1.822	$8.00	25	No	No	Yes	No
Edmonton Journal	13,334	5,417	828	19,579	—	—	20,358	$8.00	25	No	No	No	Yes
Lethbridge Herald	2,522	2,070	765	5,357	67	14	5,757	$8.00	25	No	No	No	Yes
Medicine Hat News	1,640	186	177	2,003	5	108	2,304	$6.00	25	No	No	No	No
BRITISH COLUMBIA													
Nelson News	949	2,750	270	3,969	168	128	4,540	$6.00	75*	No	No	No	No
Vancouver Province	27,300	18,231	18,862	64,396	11	—	65,883	$6.00	75*	No	No	No	No
Vancouver Sun—Morning	11,340	4,646	4,636	20,622	792	396	23,026	$6.00	20	Yes	No	No	No
Vancouver Sun—Sunday	16,854	7,008	6,025	29,887	792	396	32,665	$3.50	10	Yes	No	No	No
Vancouver World	6,427	3,428	6,249	16,104	231	389	18,356	$6.00	75*	No	No	No	Yes
Victoria Colonist—Morning	7,171	930	2,007	10,108	274	109	11,368	$6.00	1.00*	Yes	No	No	No
Victoria Colonist—Sunday	9,164	931	2,096	12,191	274	109	13,688	$6.00	1.00*	Yes	No	No	No
Victoria Times	6,930	531	1,065	8,526	6	—	9,184	$6.00	1.00*	No	No	No	No
MANITOBA													
Manitoba Free Press—Morning	8,497	123	16,389	25,009	—	—	25,556	$7.00	.25	No	No	No	Yes
Manitoba Free Press—Evening	34,062	1,102	16,856	52,020	—	—	52,408	$6.00	.15	No	No	No	Yes
Winnipeg Tribune	21,029	1,172	17,519	39,720	—	—	40,267	$6.00	.15	No	No	No	No
NEW BRUNSWICK													
St. John Telegraph	4,078	—	9,145	13,223	478	170	14,611	$3.00	.50*	No	No	No	No
St. John Times-Star	13 066	—	1,542	14,608	27	27	15,308	$3.00	.40*	No	No	No	No
NOVA SCOTIA													
Halifax Chronicle	2,569	—	7,144	9,713	1,043	1,093	12,565	$6.00	.18	No	No	No	No
Halifax Echo	2,734	—	5,428	8,162	1,413	859	10,882	$3.00	.18	No	No	No	No
Halifax Herald	2,885	—	8,610	11,495	4	—	11,988	$9.00	.18	No	No	No	No
Halifax Mail	11,770	—	4,724	16,494	2	—	16,982	$6.00	.18	No	No	No	No
Sydney Post—Morning	1,217	1,655	1,097	3,969	131	211	4,555	$7.00	.75*	No	No	No	No
Sydney Post—Evening	1,075	669	144	1,888	6	10	2,234	$7.00	.75*	No	No	No	No
ONTARIO													
Brantford Expositor	7,341	2,586	395	10,322	90	55	10,925	$4.00	.45*	No	No	No	Yes
Brockville Recorder-Times	2,148	1,493	267	3,908	278	173	4,552	$3.00	.35*	No	No	No	No
Fort William Times-Journal	3,837	395	504	5,043	151	—	5,603	$3.50	.15	No	No	No	No
Galt Reporter	2,854	1,265	147	4,266	24	3	4,659	$4.00	.15	No	No	No	No
Guelph Mercury	3,444	350	157	3,951	19	—	4,271	$4.00	.15	No	No	No	No
Hamilton Spectator	23,511	3,712	4,077	31,300	—	—	32,228	$5.00	.15	No	No	No	No
Kingston Whig	3,436	—	2,438	5,874	201	14	6,455	$2.50	.10	No	No	No	No
Kitchener Record	4,096	584	154	4,834	—	—	5,065	$4.00	.15	No	No	No	Yes
Lindsay Post	1,383	988	431	2,802	142	74	3,247	$4.00	.15	No	No	No	No
London Advertiser—Morning	516	13,092	6,062	19,670	1,635	1,723	23,828	$5.00	.15	No	No	Yes	No
London Advertiser—Evening	5,148	1,406	305	6,859	241	290	7,861	$5.00	.15	No	No	Yes	No
London Free Press—Morning	1,621	13,056	7,017	21,694	981	749	24,431	$5.00	.15	No	No	Yes	No
London Free Press—Evening	9,207	1,055	178	10,440	63	18	11,001	$5.00	.15	No	No	Yes	No
Ottawa Citizen—Morning	6,215	2,969	1,329	10,513	—	—	10,930	$4.00	.15	No	No	No	No
Ottawa Citizen—Evening	14.923	1,893	1,738	18,554	—	—	18,973	$4.00	.12	No	No	No	No
Ottawa Le Droit	4,571	1,079	4,634	10,284	429	218	11,688	$5.00	.12	No	No	No	No
Ottawa Journal—Morning	1,745	1,264	1,494	4,503	—	—	4,919	$4.00	.15	No	No	No	Yes
Ottawa Journal—Evening	13,660	5,265	2,916	21,841	—	—	22,461	$4.00	.12	No	No	No	Yes
Peterborough Examiner	4,763	1,063	315	6,141	396	364	7,329	$4.80	.15	No	No	No	No
St Catharines Standard	5,402	2,573	541	8,516	—	—	9,186	$5.00	.15	No	No	No	No
St Thomas Times-Journal	3,721	3,488	1,000	8,209	575	—	9,512	$4.50	.50*	No	No	No	No
Sault Ste Marie Star	3,724	350	361	4,435	—	—	4,562	$4.00	.18	No	No	No	No
Stratford Beacon	1,601	770	280	2,651	166	202	3,353	$4.00	.50*	No	No	No	No
Stratford Herald	1,707	874	236	2,817	308	191	3,693	$4.00	.50*	No	No	Yes	No
Toronto Globe	26,086	14,471	49,040	89,597	—	—	91,295	$5.00	.15	No	No	No	Yes
Toronto Mail & Empire	35,916	12,174	35,239	83,329	44	12	85,496	$5.00	.12	Yes	No	No	No
Toronto Star—Evening	62,507	14,549	18,691	95,747	—	—	96,786	$5 00	.12	No	No	No	No
Toronto Star—Sunday	73,051	18,811	20,134	111,996	—	—	112.324	$5.00	.10	No	No	No	No
Toronto Telegram	95.993	2.088	1,981	100,062	—	—	101,461	$5.00	.12	No	No	No	No
Windsor Border Cities Star	12,222	3,780	1,027	17,029	—	—	17,425	$6.00	.15	No	No	Yes	Yes
Woodstock Sentinel-Review													
PRINCE EDWARD ISLAND													
Charlottetown Examiner	548	—	866	1,414	150	150	1,833	$2.50	.25*	No	No	No	No
Charlottetown Guardian	957	—	6,260	7,217	600	300	8,693	$5.00	.50*	No	No	No	No
QUEBEC													
Montreal Le Canada	5,076	1,071	1,911	8,058	376	713	9,574	$6.00	.75*	Yes	No	No	No
Montreal Le Devoir	4,534	1,109	6,666	12,309	284	6	13,477	$6.00	——	No	No	No	No
Montreal Gazette	21,657	602	5,401	27,660	—	—	28,998	$9 00	1.20*	No	No	No	No
Montreal Herald	8,145	157	3,509	11,811	394	380	13,669	$3.00	——	No	No	No	No
Montreal La Patrie	10,934	1,781	5,480	18,195	387	98	19,847 †	$6.00	.55*	No	No	No	No
Montreal La Presse	73,654	14.039	24,077	111,770	2,258	702	116,484 †	$6.00	.60*	No	No	No	No
Montreal Star	73,311	1,847	32,487	107,645	—	—	109,627	$5.00	——	No	No	No	No
Quebec Le Soliel	13.717	6,689	24,456	44,862	2,267	1,634	50,121	$3.00	——	Yes	No	No	No
Sherbrooke Record	2,092	4,560	2,861	9,513	—	—	9,813	$3.00	.18	No	No	Yes	No
Sherbrooke La Tribune	1,588	3,754	2,196	7,538	—	—	7,843	$4.50	.18	Yes	No	No	No
SASKATCHEWAN													
Moose Jaw Times	4,600	3,013	885	8,498	364	521	10,198	$5.00	.75*	Yes	No	Yes	No
Prince Albert Herald	1,602	1.172	238	3,012	—	—	3,200	$4.00	.15	Yes	No	No	No
Regina Leader	5,171	9,207	7,182	21,560	—	—	21,991	$7.00	.25	No	No	No	No
Regina Post	4,968	3,540	1,796	10,304	—	—	10.709	$7 00	.25	No	No	No	No
Saskatoon Phœnix	1,301	2,133	321	3,755	—	—	4,064	$7.00	1.00*	Yes	No	No	No
Saskatoon Star	5,957	13,271	2,150	21,378	—	—	22,023	$7.00	1.00*	No	No	No	No

* Per month. † Does not include U.S. Edition.

The only changes in advertising rates reported by the papers listed above since the publication of the 1921 edition of LYDIATT'S BOOK are as follows: Calgary Albertan: General Rate now 77 cents an inch flat; Toronto Globe: Transient Rate $4.20 an inch; 500 to 5000 lines $3.08; 5000 lines or more $2.80; Montreal Gazette: Transient Rate $4.20 an inch.

WEAKNESSES OF ADVERTISING COPY LARGELY ELEMENTARY

Contends S. Roland Hall in new book on advertising. Warns readers against following rules too implicitly. Quotes examples and instances designed to assist advertising novices in formulating intelligent judgments.

Once upon a time an earnest student of advertising could easily contain his text books on one shelf, and it did not require a five foot bookshelf at that. But nowadays an advertising man must move somewhat fast to keep up with the steady procession of volumes which come to his desk, all dealing with some phase of sales or advertising problems. Few, we regret to say, even attempt it. The majority of men engaged in publicity or sales work, and particularly the latter, seem to regard their own limited experience as fully qualifying them for the work they have to do. Unlike the lawyer, the doctor, the engineer, and the author, to whom a well-selected collection of books bearing on their respective professions is virtually indispensable, the advertising man often affects to disdain the text book for its alleged impractical ideas and fine-spun theory. While there may be, and doubtless is some fair ground for this complaint, still it furnishes no logical excuse for one's eschewing such teaching entirely. Some books on advertising are indeed too elementary; that is, they reiterate points that have long since been recognized and conceded by even the unnitiated; others again treat the subject from a point of view too profound and academic, and thereby deprive it of much of its possible interest to the general reader. The ideal text book perhaps is one that while assuming at least a rudimentary knowledge on the part of the student aims to lead him step by step from the known to the unknown from the limits of his present knowledge to a point not beyond his comprehension. Here is a nice point for the author to determine. But since with other didactic books it is done every day, who will say that it is impossible to appropriate a reader's mental capacity. The fact remains, however, that the ideal text-book on advertising, like the so-called Great American Novel has yet to be written.

MORE CONCISE WRITING NEEDED

Nevertheless, it would be useless as well as unfair to deny the existence of books on advertising and salesmanship which fulfill in a very practical sense the requirements of the beginner in a field where the footing is none too sure at best. Such books as a rule treat of the dual subject in a manner designed to afford a ready grasp of its fundamental principles. And that really is about all that one can reasonably expect of a text-book. Though, as has already been hinted, writers who take advertising and salesmanship as their topic might remember that this is a busy age and aim for compression without sacrifice of sense. Many of the volumes published at present are much too diffusive and would gain by the elimination of irrelevant matter and self-evident facts, the inclusion of which only tend to confuse and weary the reader. This error of treatment no doubt time and experience will cure.

Perhaps one of the most practical texts, all things considered, which has recently been issued is that by S. Roland Hall, entitled **The Advertising Handbook** (McGraw Hill Book Company, New York). As the title suggests, the book purposes to be a reference work covering the principles and practice of advertising. To its preparation Mr. Hall has brought a clear, analytical judgment and a broad and diversified training in the art of advertising and selling. Both qualities are plainly reflected in the arrangement of the subject matter, in the practical viewpoint maintained for the most part throughout the book, and in the soundness of the opinions expressed. To these he adds a forceful and lucid style in exposition which makes him eminently readable. Some idea of the completeness with which Mr. Hall has covered his subject may be gathered from the fact that the book contains thirty-six chapters all dealing individually with some important topic. Of these probably the most important are those which have to do with marketing campaigns, the advertising agency and its work, the writing of copy, making the layout, type and printing practice, advertising display, illustrations, magazine advertising, newspaper publicity, selection of mediums, and follow-up systems. Valuable advice is also contained in a chapter on laws affecting advertising. Throughout there is described in analytic detail the various forms of advertising extant, the methods employed in dealing with them and their merits and demerits. While the book is intended to be of assistance more especially to the general business reader, and the person of small or moderate advertising experience, it is by no means devoid of real utility to the advertising man of much more highly specialized training. As Mr. Hall points out in his admirable foreword, the weakness as of advertising are due largely to sins against the obvious, the things that are understood to a greater or less extent but not executed carefully rather than to a disregard of the larger and more apparent issues. After warning against the danger of following rules too implicitly, a caution most essential in the case of beginners, he lays down the dictum with which the seasoned advertising man will agree, that "the most any handbook of advertising can give the reader are examples and instances that will enable him to form his judgment more intelligently." And this the Handbook does in ample measure, and with a fine selective sense of values.

SOME SLIGHT SHORTCOMINGS

The defects of the book, and there are some, may be chiefly attributed to carelessness in proofreading and to hasty revision. For example (p. 2) he says advertising "may consist of a single word such as Holsum Bread," a palpable slip. Again (p. 4-5), "There are probably few boards of directors or executive committees on which there is not a member who feels that advertising is unnecessary, a thing associated with fake medicines or oil stocks of little value." Although this attitude may have been common once, it may be questioned whether it is by any means as prevalent as the statement would imply. As an isolated example of an obsolete point of view it might well have been ommitted. The omission, too, of plates 1, 3, 4 and 8, would be an improvement for they aid nothing by way of clearness or explanation that the text does not convey in better form. A convincing and finer example of line engraving for newsprint could easily have been chosen for insert opposite p. 416, which is crude in the extreme. There is also a touch of "spread-eaglism" on p. 29 in allusion to "the safest government in the world," which is likely to be distasteful to readers outside the United States, even though it may be pardonable enough. Misspelled words here and there indicating hurried or careless proofreading. These shortcomings however important are, after all, but minor blemishes on what is indeed a sound, well-conceived, and highly meritorious exposition of the underlying principles which govern the art of advertising, its production and its application. A copious index, which readers will find quite handy for ready reference, is not the least valuable feature of what is in several respects a noteworthy contribution to the available sum of advertising knowledge.

If Farm Journals Were Ideal What Would They Be Like?

AN ideal advertising medium would certainly have as its chief characteristic the maximum of pulling-power. How the maximum could be achieved is another matter. Perhaps the most successful means of arriving at it would be to stimulate reader-interest to a point where every reader would automatically become a purchaser of the goods advertised in its columns.

But how is reader-interest of that sort to be stimulated? The answer is to make your readers share the medium's profits and losses. That would virtually make them *owners*. As such, of course, they would certainly be interested in building up the pulling-power of the medium by patronizing its advertisers ; but you may say, that is an *ideal* condition impossible of accomplishment.

As a matter of fact, it is not. The ideal has been made real in the case of the *farmer-owned* press. Here is a group of three farm journals, owned by their readers. These readers form the progressive element among Canadian farmers. It is because these men are practical, alert and aggressive that they

Concluded on next page

Continued from page 485

have joined the United Farmers movement and have pledged themselves to support its organs. The Grain Growers' Guide in the West; The Farmers' Sun in Ontario; and The United Farmers' Guide in the Maritime provinces.

Each of these papers has the largest circulation of any farm journal in the territory of its distribution.

Joint Circulation Guaranteed

142,000

From Atlantic to Rockies

GRAIN GROWERS' GUIDE
WINNIPEG, MAN.

UNITED FARMERS' GUIDE
GARDENVALE, P.Q.

THE FARMERS' SUN
TORONTO, ONT.

MEMBERS OF A.B.C.

ADVERTISING OFFICES:

TORONTO : 53 Yonge St.
MONTREAL : Gardenvale P O.
WINNIPEG : 290 Vaughan St.
NEW YORK : 1478 Broadway

Edmonton Bulletin Undergoes Unexpected Transformation

The announcement of the re-organization of The Edmonton Bulletin, effective July 1st, has caused a political sensation and created interest entirely outside of the narrow newspaper circles which normally are stirred by such matters.

A dispatch from Edmonton states the Hon. Frank Oliver, Liberal, has acquired as business associate in the publication of his paper one of the strongest and firmest Conservatives in this part of the west, William Short, K.C. And his managing director is Charles R. Morrison, for the past ten years managing editor of Edmonton's Conservative newspaper, the Journal."

The Bulletin Publishing Company Ltd., has been organized as an enlargement of The Bulletin Company, Ltd. The authorized capital of the new company is $500,000. The provisional directors are: Hon. Frank Oliver, William Short, Charles R. Morrison, John Michaels and Allan Haynes. Mr. Oliver is Chairman of the Board and President of the company. The reorganization is under the direction of Allan Haynes.

* * *

That Canadian business men are awaking to the possibilities of trade connections with Great Britain is indicated by the ever increasing volume of Canadian visitors arriving in the United Kingdom on business bent. The latest batch of visitors include: S. J. Rolland, of the Rolland Paper Company, Montreal; C. W. Hughson, the Ottawa timber merchant; A. Dobbie, manufacturer, of Galt; Alfred Ouimet, Montreal; J. L. Suzanne, Toronto representative of the European Company; A. F. Crawford, of Goldie & McCulloch, Galt; E. P. Nunn, of the Ontario Hughes Owen Company, Ottawa; and John F. Bell, President of the Leaside Engineering Company, Leaside, Ont.

* * *

Chain Hat Shops, Limited, is a Canadian $50,000 corporation which, as its name indicates, is to operate stores in Montreal and later in other Canadian cities. It plans to engage in an aggressive sales and advertising campaign with a view to promoting trade direct between manufacturer and retailer. It is backed by substantial interests in the hat trade.

* * *

A large newspaper and magazine campaign is being planned for Simms Brushes, manufactured by T. S. Simms & Co. Limited, St. John, N. B. The campaign is being handled by McConnell & Fergusson, Limited.

* * *

A. Gordon Tait, publicity manager at the headquarters of the Royal Bank of Canada, Montreal, has left for a three weeks' vacation in Charlo, N. B. During his absence, his duties will be carried on by C. P. Downman.

The Citizen excludes all objectionable and questionable advertising from its columns.

By doing so The Citizen protects its readers, maintains decency in its columns, and establishes thorough confidence in the advertising which it does accept and print.

Advertising in The Citizen is in good company.

That is why among most advertisers it is—"The Citizen preferred."

The Citizen Retailer goes to more than 3,000 merchants in Ottawa and Eastern Ontario once a month. It keeps them informed of your merchandizing plans and ensures the utmost measure of co-operation.

The Citizen

MORNING *OTTAWA'S FOREMOST NEWSPAPER* EVENING

OTTAWA

Canada's Capital City

City Circulation 21,138 *Total Circulation* 29,903

Local Advertisers appreciate results.

Hot, isn't it? But that does not affect Daily Record advertising which amounted to 369,376 agate lines in June. This is the highest amount of advertising space in any month during this year.

Of great significance is the steady monthly increase in local advertising, which increased from 220,360 lines in January to 283,262 lines in June.

This fact shows that the business men at home, the local merchants in particular, are aware of the value of Daily Record ads as a means of promoting trade and securing customers.

Member of A.B.C.

The Daily Record

Kitchener, Ont.

98,000

AGATE LINES

of
Foreign Display
Advertising is
the Record
of

The Reformer

OSHAWA

For the first four months of this year

PUBLISHED
Every Other Day
Tuesday
Thursday
Saturday

INCLUDE IT IN YOUR "DAILY" LIST

Exports and Imports to U.S. Nearing Balance

According to the latest available trade returns, for the month of May, it is evident that Canada's exports to and imports from the United States are approaching nearer to a balance to-day than was the case before the war. In 1913 our imports from the United States were $435,000,000 as compared with exports to that country of $139,000,000. In the fiscal year just closed the imports had risen to $856,000,000, but the exports had gone up to $560,000,000. Thus, while our import trade with the United States has not doubled, our exports to that market have quadrupled. There still remains an excess of imports over exports of around $300,000,000; but this is preparing the American loan market for us at a time when the English market is practically closed to us.

The following figures showing annual customs receipts since 1914 are interesting. They indicate that the peak for import business was reached in 1920:

1914	$107,180,578
1915	79,205,910
1916	103,904,100
1917	147,631,454
1918	161,595,628
1919	158,046,333
1920	187,520,613
1921	179,658,474

* * *

Total Trade of Dominion

Canada's total trade for the year ending March 31, was $2,450,533,175, an increase of $99,000,000 over the preceding year, Canada's improved trade position is shown in the fact that she exported $450,437,000 in 1913-14, and in the year just closed the exports were $1,210,428,110, or an increase of about 275 per cent.

* * *

Bank Clearings for June

Following are the monthly totals of Bank Clearings for the principal cities of Canada during the month of June, with the corresponding table of the same month of 1920:

	June 1921	June 1920
Halifax, N.S.	$ 14,833,546	$21,586,070
St. John, N.B.	11,715,251	16,335,209
Moncton, N.B.	4,795,857	.....
Quebec, Que.	25,141,288	32,859,435
Sherbrooke, Que.	4,766,622	4,531,021
Montreal, Que.	502,810,816	612,304,115
Ottawa, Ont.	37,835,083	45,680,127
Ft. William, Ont.	3,302,633	3,390,494
Winnipeg, Man.	199,743,828	182,749,256
Brandon, Man.	3,073,132	6,480,618
Regina, Sask.	16,006,003	18,746,168
Moose Jaw, Sask.	5,814,185	9,636,882
Saskatoon, Sask.	7,517,779	12,478,128
Lethbridge, Alta.	2,861,090	3,984,480
Medicine Hat, Alta.	1,908,119	3,287,464
Calgary, Alta	29,197,283	30,214,716
Edmonton, Alta	20,399,749	21,742,949
N. Westminster, B.C.	2,663,876	2,998,749
Vancouver, B.C.	57,920,556	73,870,444
Victoria, B.C.	11,422,688	24,466,131
Toronto, Ont.	444,487,229	.....

* * *

Decrease in Current Loans

The Bank report for the month of May indicates a decrease in current loans in Canada amounting to approximately $9,500,000, while savings deposits have increased by $1,449,000 over the returns for the previous month. The fact that current loans are down indicates that business is being further restricted and financial needs are therefore not so great. This is the first decrease shown since January last, and it is evident therefore that the process of deflation is proceeding at a satisfactory rate.

* * *

Wholesale Prices Still Decline

There is a continuation in the decline of wholesale prices in the various countries for which statistics are available the change being more or less regular month by month. Prices of some commodities declined so far a few weeks ago that some firmness is already discernible. Deflation has been proceeding at a more rapid rate in both the United Kingdom and the United States than in Canada, but there may be some advantage in the relative steadiness in this country. The following table based on index numbers of wholesale prices, shows percentage of increase from the middle of 1914 to the peak, about the middle of 1920, and the increase remaining from 1914 to May, 1921, in Canada, United Kingdom and the United States:—

Percentages of Increase.

	Canada	U. K.	U. S.
1914 to peak, 1920	164.9	225.5	119.9
1914 to May, 1921	83.7	91.4	39.2

* * *

Construction Costs Down

Evidence is accumulating that a very substantial reduction in the cost of building construction is under way. The most unique evidence of this is contained in the fact that in the past three or four months the estimates for the new Mount Royal Hotel have been reduced by $1,000,000. The original estimate early this spring, was for a cost of about $7,000,000 and the new estimate that has just been handed in will provide for the same construction at a cost of about $6,000,000. The reduction in costs in the estimates shows in nearly all kinds of material, steel, lumber, etc., and labor as well. From the unit standpoint of a single room the cost is reduced from $7,500 to $6,000.

* * *

16,000 Immigrants Enter

During the first three months of the present fiscal year 10,405 persons entered Canadian ports with the intention of going on to farms. Of these, 6,671 were men, 1,875 were women, and 1,769 were children.

In addition there arrived from the United States a total of 6,458 persons whose destination was the farm; and of these 4,000 were men, 1,138 were women and 1,320 were children.

The large number of women and children indicate that whole families are settling upon Canadian farms in many cases.

1921 Western Crop Acreage

The following estimate of the acreage under crop in Western Canada, compiled by the Northwestern Grain Dealers' Association, has recently been issued broadcast by the promotion department of The Nor'-West Farmer, Winnipeg:

	1921 Acres	Over 1920
Manitoba		
Wheat	2,819,258	4.2% In.
Oats	1,806,500	3.6% De.
Barley	849,147	1.2% In.
Rye	157,072	5.7% In.
Flax	96,661	34.7% De.
Saskatchewan		
Wheat	10,715,038	6.5% In.
Oats	4,907,656	3.9% De.
Barley	519,014	No chan.
Rye	197,454	14.5% In.
Flax	745,022	34.7% De.
Alberta		
Wheat	4,596,015	12.8% In.
Oats	2,635,415	14.7% De.
Barley	471,086	2.0% De.
Rye	197,497	22.7% In.
Flax	62,220	40.0% De.
Aggregate		
Wheat	18,130,311	7.65% In.
Oats	9,349,571	7.15% De.
Barley	1,839,247	No chan.
Rye	552,023	14.5% In.
Flax	903,903	35.0% De.

* * *

Condition of World's Crops

The International Institute of Agriculture estimates the yield of winter wheat in British India at 6.887 thousand metric tons, being 31 per cent. below last year, and 27 per cent. below the average.

Definite estimates of area under wheat and rye, as regards Western and Central Europe and North Africa are available. This group of countries, representing 16 per cent of the world's average yield of wheat, has an area of 49,.003 thousand acres, or 103 per cent. of last year's area, while the area under rye is 15.213 thousand acres, or 98 per cent. of that in 1920. The cereal crop condition in this group of countries is generally good.

* * *

Living Costs Still High

Latest figures of the cost of foods show that in Canada the family budget in May was 58.4 per cent. above 1914, in the United Kingdom in April it still showed an increase of 138 per cent., but in the United States in March was only 50 per cent. up.

* * *

Fred I. Ker With Hamilton Spectator

Owing to an error in make-up, an item in the previous issue of Marketing was made to report Fred I. Ker as having succeeded John M. Imrie as assistant general manager of the Whalen Pulp and Paper Co. This of course is incorrect. Mr. Ker follows Mr. Imrie on the Hamilton (Ont.) Spectator. Before joining the Spectator staff, Mr. Ker was superintendent of the Whalen Pulp and Paper Company's mill at Port Ellice, B. C. He is related by marriage to the Southam family, owners of the Spectator.

SUPREME IN ITS FIELD

THE unquestioned supremacy of THE OTTAWA FARM JOURNAL in the rich Eastern Ontario Field is emphasized by the fact that its circulation is more than 9000 greater than that of any other Farm Paper distributed in this concentrated territory.

Less than 600 copies of THE OTTAWA FARM JOURNAL'S

Average Circulation of **24,577** *for the Six Months ending June 1921*

go outside the 17 Counties of Eastern Ontario and the English-speaking Counties of Western Quebec—a remarkable concentration that is proving particularly effective.

To reach the prosperous agriculturalists of the Great Central Dairy Belt, THE OTTAWA FARM JOURNAL has first 'call.'

Ask any recognized Agent.

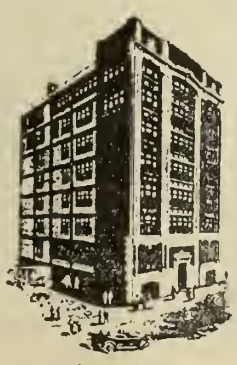
The Ottawa Farm Journal

OTTAWA **ONTARIO**

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2



Journal Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

Who Buys the *Butterick Quarterlies?*

The women who buy and consult the Butterick Quarterlies are seeking reliable information and advice as to how to make their purchases with profit and satisfaction.

The purchase of a Quarterly precedes the purchase of other goods, both for the making of wearing apparel and the furnishing of the home, because the stylish and well-dressed woman will conduct her household on the same up-to-date plan as her personal appearance and the appearance of her children.

The Quarterlies bring not only the latest fashion ideas in dress, but through their attractive advertising pages the latest and most acceptable things in many other lines related to the home and its comforts.

The Canadian Butterick Quarterlies

75,000 Average Circulation
Each Shopping Season

Manager Advertising
53 Yonge St., TORONTO

Customs Tariff Amended

The Customs Tariff, 1907, has been amended by inserting the following section immediately after section 12:

12a. That all goods imported into Canada which are capable of being marked, stamped, branded or labelled, without injury, shall be marked, stamped, branded, or labelled in legible English or French words, in a conspicuous place that shall not be covered or obscured by any subsequent attachments or arrangements, so as to indicate the country of origin. Said marking, stamping, branding, or labelling shall be as nearly indelible and permanent as the nature of the goods will permit.

This clause becomes effective October 1st, 1921.

* * *

Canadian daily newspapers are receiving orders for Marathon washable Belts, made by Jones & Robinson, Brockville (Ont.). Contracts are being placed by the Lloyd W. Young Agency, Cleveland, for insertions measuring four columns by eighteen inches.

* * *

The Rolland Paper Co. is helping the public to appreciate Canadian papers by sending out a series of twelve folders on fundamental factors in papermaking. The first one, on "Rags," has just been issued.

* * *

The Department of Agriculture estimates that eighteen million acres are under wheat in Western Canada this year, or 400,000 more than last year. Reports seem to indicate a crop there of three hundred million bushels, which would be worth, at $1.25 a bushel, $375,000,000.

* * *

Advertising for Johnson's Wood Dye, manufactured by S. C. Johnson & Son, Limited, Brantford, (Ont.), is being placed in a list of Canadian daily newspapers by the Western Advertising Agency, Racine, Wisconsin.

* * *

Circle-Bar Hosiery, manufactured by the Circle-Bar Knitting Co., Limited, Kincardine (Ont.), is being advertised in a list of Canadian dailies. Copy and orders for two column by 70 line insertions have been sent out by A. McKim Limited, Toronto.

* * *

Fresh instructions have just been sent to a list of Canadian newspapers by Norris-Patterson Limited, Toronto, for a Williams New Scale Piano, manufactured by the Williams Piano Co. Limited, Oshawa, (Ont.). Orders call for 200-line space each insertion.

* * *

George L. Dyer, president of the advertising agency of that name at 42 Broadway, N. Y., committed suicide in his room at a Banff sanatarium on June 24th.

Chamber Of Commerce In London Soon To Be Organized

The proposed Canadian Chamber of Commerce in London, England, is making headway toward its establishment. Interest has been widely shown not only by Canadians in Great Britain, but also by British importing houses who handle Canadian goods.

A recent meeting at which definite proposals were outlined had to be held at Australia House, owing to the fact that Canada has no room in London at its disposal large enough for the purpose.

The South American Republic of Brazil, which has become an increasingly important factor in the financial and commercial life of Canada since the inauguration a year ago of a direct government vessel service monthly from this country, is planning an exposition on a large scale to be held in September, 1922, at which Canada will probably be represented in a manner commensurate with its bid for Brazilian business. Canada has had a trade commissioner in Brazil for the past three years and he is credited with the responsibility for many inquiries which have reached Canadian manufacturers relative to prospective business. Numbers of Canadian patents have, Mr. Kerman states, passed through his hands in the process of legalizing their use in Brazil. This is held to be another augury of good for the development of the Brazilian markets in favor of Canadian-made products.

* * *

A pure food show has been opened under the auspices of the Canadian Manufacturers' Association at the British Columbia Manufacturers' Building, Vancouver, as part of a general movement to boost Made-in-British-Columbia goods.

* * *

The Canadian Co-operative Wool Growers, Ltd., are making arrangements for handling the 1921 wool crop. The wool will be graded at a central warehouse at Weston, Ont., by Dominion Government experts.

* * *

The extent to which some publishers will go in their search for circulation, regardless altogether of its use to the advertiser, is indicated by the efforts of The Buffalo Times to secure larger distribution in Toronto. This paper is flooding Toronto homes with "Golden Peace Coupons," each bearing a different number, and containing the information that some luck coupon-holder each week will receive $100. The circulation thus gained, if any, can be of little value to Buffalo advertisers.

* * *

A Winnipeg despatch states that Col. Wm. Grassie, president of the Canada Fibre Product Co. Ltd., has successfully demonstrated that hemp can be grown in Canada for commercial purposes, and, in view of the fact that Canada purchases annually $100,000,000 worth of products manufactured from hemp, the potentialities of the industry in the Dominion are enormous.

—a strong buying power in the Border Cities

(WINDSOR, WALKERVILLE, FORD, SANDWICH, OJIBWAY)

ONTARIO'S THIRD LARGEST MANU-FACTURING CENTRE

The buying power of any community determines the true value of any advertising medium in that community.

The Border Cities are regarded by national advertisers as having the largest per capita buying power in Canada, due to its numerous and diversified industries and to the fact that so many skilled workmen are required.

Combining the industrial population of 60,000 of the Border Cities with the agricultural population of Essex and Kent that is reached by THE STAR makes a total of 160,000.

THE STAR thoroughly covers this rich field and is the only medium that does. If your product is sold or to be sold in the Border Cities and territory THE STAR is your most indispensible representative.

Write for booklet entitled "Advertisers Should Know The Border Cities."

Over **18,500** Daily

The Border Cities Star

WINDSOR ONTARIO

W. F. HERMAN, *Proprietor*

Also The Saskatoon Phoenix and The Saskatoon Daily Star

Canada's Richest Province per capita.

Like little Belgium—the most densely populated spot in Europe—the smallest province in Canada is also the most thickly settled. Its inhabitants are entirely English-speaking. Over 90% of the people in

PRINCE EDWARD ISLAND

own their own homes. These 18,000 famities are the richest people in the Dominion per capita. Almost every one of them reads either

The Charlottetown Guardian

OR

The Examiner

the two mediums through which national advertisers can completely penetrate this prosperous field.

Business is good in Kingston

Industrial depression is not felt here as in other cities. There is plenty of money in circulation.

Your goods will move here if adequately advertised.

The Daily
British Whig

offers you the means.

* * *

A.B.C. average for June
6,414

NELSON

is the wholesale and jobbing centre of Southern British Columbia and is situated at the heart of a rich mining district which can only be reached by the use of the Nelson Daily News

Members A.B.C.

The
Daily News

The Only Daily in the Interior of British Columbia

Nelson, B.C.

Printers' Strike Spreads To Winnipeg and Montreal

Job room printers, pressmen and bookbinders in Montreal and Winnipeg joined the continent-wide strike of printing trade workers on July 1st.

In Montreal the printers demanded a 44-hour week and a wage of $40, refusing arbitration on the question of hours. The pressmen were advised by their president, George L. Berry to remain at work and submit to arbitration; and a Montreal dispatch dated June 30th stated that the bookbinders on June 30th signed an agreement to continue on the same wage scale and conditions for two years. It is learned from an authoritative source, however, that all three trades in Montreal walked out on July 1st; but that the pressmen and bookbinders were all back to work by the 4th. The compositors, with the exception of loyal employees who never left their cases, are still out.

The printers on the staffs of the Montreal French dailies, whose agreement expired on the same date, came to a decision on June 30th to remain at work until September 15, 1922, under existing conditions, pending the expiry of the agreement between the publishers and employees of the English dailies which occurs at that time.

WINNIPEG EMPLOYERS FIRM

From Winnipeg it is reported that the three allied unions walked out in concert on the 1st of July, and up to the 5th of the month there was no general movement back to work on the part of any of the men.

The employers want the men to continue work temporarily on the basis of a 48-hour week at 75c. an hour pending an adjustment reached through arbitration. The men refuse to arbitrate any question except the wage issue. Fifty-one out of sixty employing printers have signed an agreement to resist the union demands and re-open their plants on "open shop" lines at the earliest possible moment.

TORONTO SITUATION UNCHANGED

In Toronto the situation is very little changed. Practically every plant has a full staff of pressmen and bookbinders. Negotiations with with the Typographical Union have been definitely severed, and the Typothetae are achieving results even better than was at first expected in the schools that have established for training compositors and operators. There are few, if any, suspensions of the numerous publications issued. One semi-monthly publication has combined its two July issues into one. Another periodical, printed in French, purposes to combine its July and August issues; while another magazine of large circulation is proposing to get out its August issue by the typewriter-engraving route which was so successfully adopted by The Literary Digest during the New York printing strike about 18 months ago.

HAMILTON STILL FIRM

There seems to be a general belief that the offices in Hamilton have capitulated to the unions and have signed up for 44 hours. This is not the case. Only one large shop, the Duncan Printing Co., has done so. This plant, when the strike was declared, was closed down absolutely and no effort whatever was made to operate. It is stated that a great deal of the work going through this plant is for firms who use the Union label on their printing. After having been closed for about two months, the Duncan Printing Co. did make an agreement with the Union on this basis:—

$35 for 44 hours; time and a half for 4 hours, making $38.87 for a 48 hour week.

This was, of course, a concession to the union in the matter of hours. The other plants in Hamilton, however, are still standing firm for the open shop and reports from thoroughly reliable sources state that they are actually turning out more work now than before the strike.

MAY SUPERSEDE PRINTING

It is worth noting that while the printing trade strike is in progress on this side of the Atlantic a giant World's Congress of Printers is being held in London in connection with the International and Allied Trades Exhibition, and at one of the recent sessions the suggestion was made by William Gamble that printing from type may soon be superseded by a process closely akin to the method popularized by The Literary Digest.

Mr. Gamble said that three inventors are known to be working on a photographic process, and he predicted that the machines for printing by this means would occupy little more space than a typewriter.

\+ \+ \+

The Association of Municipal Electrical Utilities of Ontario held a three-day convention at Niagara Falls, commencing June 23rd, over 250 delegates being present.. Addresses were given by L. J. Cunniff, of the H. K. McCann Co., on publication advertising; by E. H. Porter, general manager of the Renfrew Electric Products Ltd., on sales campaigns; and by A. S. Edgar, manager of the Supply Dept. of the Can. General Electric Co., on window dressing.

William C. Noxon has been appointed to succeed Dr. G. C. Creelman as Agent-General for the Province of Ontario in Great Britain, effective August 1st.

* * *

Arbitration having been agreed upon the Spanish River mills at Sault, Espanola and Sturgeon Falls resumed operations on July 4th.

* * *

Walter S. Dickey, son of the late Nathaniel Dickey of Toronto, has recently acquired control of The Kansas City Journal.

* * *

Clifford Elvins has been appointed chairman of the directors of the Association of Canadian Advertisers to succeed B. H. Bramble, resigned.

* * *

The Anglo American Agencies, Ltd., have been appointed sole distributors in Canada for Everwave and Garrity Silk Hair Wavers. The advertising of these products will be handled by The Advertising Service Company, Ltd., of Montreal.

* * *

J. H. Woods, managing director of The Calgary Herald, who returned to Canada recently after a trip to China, states that "The Dominion ought to give special attention to the development of trade with the Orient." Mr. Woods says he was unable to find Canadian goods, with the possible exception of flour, in any Chinese cities. He saw scores of varieties of American merchandise, however.

* * *

The by-law restricting the erection of big advertising signs in Montreal is to be brought before the city authorities within the next two weeks. The Administrative Commission purposes, it is said, to prohibit their erection in any residential district, and exercises control in other parts of the city.

* * *

The Gotfredson-Joyce Corporation, Ltd., motor truck manufacturers of Walkerville, Ont., recently increased its capital stock from $100,000 to half a million, in order to handle the manufacture and marketing of two new models. The company is now producing a 2-ton and a 3½-ton model.

PICK AND CHOOSE

The *successful* advertisers know that Quebec picks and chooses via the Telegraph. If you want to be chosen, you'll use

The Telegraph

ALWAYS!

Doing Nicely, Thank You?

Despite the strike of the printers in Toronto we have been able to publish our papers as usual.

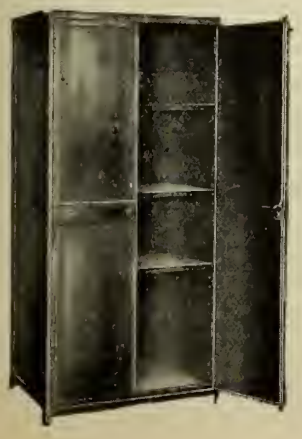
Not up to our standard, of course, but this issue of "Marketing" was printed in our own plant during the strike.

Enough said!

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal



Schools and Factories need

DENNISTEEL
Made in Canada

INDIVIDUAL LOCKERS

The advantage of Dennisteel Lockers, rests not alone in their fireproof and safety qualities. They are invaluable where space is at a premium and neatness of appearance is essential.

WE ALSO MAKE:

Steel Cabinets, Steel Shelving, Steel Lavatory Compartments, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds, General Builders' Ironwork.

Canadian Distributors for "Boca" Solid Steel Sash.

Write for Folders

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON

Hamilton
Winnipeg
Calgary
Vancouver

Buying The Ticket For *All* The Way

Easily save money by buying a ticket to Winnipeg, when you wanted to go to Vancouver.

But you'd get nowhere in this way of "economy."

When you advertise, arrange to cover the busy Maritimes as well as the rest of Canada.

Buy your ticket *all* the way.

The Telegraph - Times - Star combination helps to make this possible—and inexpensive.

The Daily Telegraph
AND
Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Subscribe for

THE MAILBAG

A Journal of Direct-Mail Advertising

Edited by Tim Thrift, it is the recognized Text-book on this important phase of advertising.

Let the Brains and Experience of Experts Help Solve Your Direct-Mail Problems

The Mailbag isn't made by one man. It couldn't be and be what it is—a symposium of the best thought on the subject. It is really edited by many men, in many lines, who have solved problems like your own.

Send $2.00 for a year's subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2.00 per year, but please include 30c. exchange. Thank you.

The Newspaper and The Bank

Extract from an address delivered before the A.A.C.W. Convention, at Atlanta

By G. Prather Knapp

The financial advertiser who does not use uewspaper advertising is practically non-existent and I am here to plead for a more intensive study of a medium which I believe some of us are prone to take for granted. I think we should study every department of the newspapers in our communities and shape our newspaper advertising policies accordingly.

Take the circulation department: Of two newspapers which have the same or nearly the same circulation, one may be a far better medium for financial advertising than the other, and a mere knowledge of the quantity of the circulation offered is evidently not sufficient. First of all, where is that circulation? Second, what is it? Third, how was it secured? Fourth, how is it held? Fifth, how much of it is responsive to advertising appeal?

If we narrow the question down to that part of the circulation which is localized in your community we find there is undoubtedly a difference between the kind of people who read one newspaper and the kind who read another. Moreover, there is a difference between the responsiveness of the same reader to advertising in different newspapers. This question of class is very difficult to decide upon and very likely to be the basis of unfounded claims by the publication and prejudiced guesses by the advertiser.

It brings me to the most important phase of my subject: The effect of a newspaper's editorial policy on its utility to an advertising bank.

Suppose we look at newspapers which ask us for advertising in the same way that we would look at competing restaurants in which we were offered an opportunity to address a few remarks on our business to the gathering of diners. Would we choose the conservative quiet place, noted for its good food and its quiet assembly or hungry patrons or would we choose the glittering lobster palace just across the street,where food was of little consequence and where the patronage was gained by a jazz orchestra, a blind tiger and a Mack Sennett Cabaret?

* * *

Unusual Series of Blotters Issued by Royal Bank

Some unusual and quite interesting examples of indirect publicity work have recently been undertaken by the Royal Bank of Canada in the form of blotters. One series is on Boy Scout Law, each blotter bearing a different law; the first is that "a Scout's Honor is to be trusted". There are ten blotters in each series and many thousands are being circulated amongst boy scout battalions across the Dominion. The blotters are designed to teach the young idea to bank—with the royal; but care has been used in no way even to suggest solicitation. "Be Prepared" the scout motto, is shown in Morse flag signals, one letter on each of the series, and is well calculated to increase its interest and permanent value to the scout.

"Learn to Swim," is very timely advice given on two other blotters which the Royal Bank is circulating now, the height of the drowning fatality season. "Cheat the Lakes and rivers of Canada of their annual toll of valuable lives," says one, while the other contains useful "dont's for swimmers and non-swimmers." Some tips may be useful even to readers of Marketing, such as "don't get into a panic if you get cramp; swim ashore with the unaffected limb; cramp is more painful than dangerous." Another uncommon one is that people should swim down stream if in weeds, but among water-lillies don't swim at all turn on your back and paddle gently with your hands.

First aid, fire prevention in the home, and "Canada cannot afford Forest Fires." are other blotters, the free circulation of which is likely to do much to increase the business and goodwill of the Royal Bank.

* * *

A collection of more than three hundred health posters formed a very interesting exhibition arranged by the I. O. D. E. for some twenty-eight Montreal schools. Originality and variety of methods by which health lessons could be expressed were demanded, although the Health Fairy and the Jolly Jester recently in Montreal for a health campaign were shown on many posters.

* * *

J. J. Gibbons Limited, Toronto, are sending out copy and contracts to a general list of Canadian publications for the Ontario Agricultural College, Guelph, Ont.

* * *

New firms recently organized in Montreal are the Union Advertising and Publishing Co., owned by Paul E. Maillet; The Business Advertising Agency, controlled by Nap. B. Durocher; The David Publishing Co., Ltd., The William Cauldwell Paper Co., Ltd., and the Review Publishing Co., with Robert Walsh, as the registered proprietor.

The James Fisher Company, Toronto, have sent out copy and contracts to a lengthy list of Ontario newspapers for the Ontario Forestry Branch of the Provincial Government. Instructions call for the insertion of one three column by 140-line advertisement weekly over a considerable period. The object of the campaign is to enlist the active co-operation of the citizens of the Province in a collective effort to prevent forest fires. Much is made of the point that on the preservation of Ontario's forests depends in a large measure the support of Ontario's prosperity. The headline of the first advertisement of the series sounds the keynote of the campaign with "The Livelihood of Thousands Depends on Ontario's Forests."

✣ ✣ ✣

A proposal to form a Canadian section of the British Empire Chamber of Commerce in New York was recently discussed at a meeting of representatives of Canadian interests in that city presided over by F. B. Francis, manager of the New York branch of the Canadian Bank of Commerce.

Agency Wanted

Native of France, with thirteen years business experience in the United States and Canada but now returning to France, wishes French agency for well-known Canadian product backed by corporation of financial responsibility. Excellent references, bond furnished if required.

Address L. c-o A. McKim Ltd.
Winnipeg.

Plan in Advance!

IT takes time to prepare good copy or illustrations. An analysis is made, and a plan is arranged. Then the drawings and copy are made. It is not too early to arrange for the C. N. Exhibition. Give your visitors an attractive and nicely-written Folder or Booklet to remember you when they are purchasing.

FREDERICK M. HAHN
General Advertising Service
79 Adelaide Street East, Toronto
Telephone Hillcrest 2074W.

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St.

Toronto 185 W. Richmond St.

London 209-211 King St.

Windsor 46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

Proofsheet No. 27

"What you want when you want it!"
Call on us for the service we are prepared to render
Dodge products are built to stand forced production—they will outlast other products under hard usage.
Pulleys, hangers, bearings, clutches, collars and couplings start to work with the 7 o'clock whistle and deliver a full day's work every day in the year.
A Dodge product ceases operation as a part of ... equipment only to go to work somewhere else; its re-use is not dependent upon the value of the machine or equipment for which it was originally bought.
Dodge equipment possesses a simplicity that characterizes no other line of power transmission machinery. The average millwright can direct the original installation of Dodge products—maintain its complete efficiency at minimum cost and make needed changes as operating conditions or expansion warrants.
Don't jeopardize the output and profits of your factory with inferior power transmission products. We carry a full line of Dodge goods for immediate delivery in this locality.
Whether you are building a new plant or are expanding your present facilities, call upon us for the service we are prepared to render—and be sure of lowest first cost—maximum upkeep expense and maximum production.
DODGE
Power Transmission Machinery
Dodge Mfg. Co. of Canada, Ltd.
Head Office and Works: Toronto, Ont. Eastern Branch: Montreal, Que.
Local Representative
London Engine Supplies Co., Limited
London, Ont.

Reduced from large size

"What You Want, When You Want It"

THIS slogan of the Dodge Manufacturing Company has its application to newspaper advertising, which this enterprising firm uses extensively to popularize its products.

The daily newspaper provides quick contact with prospects wherever and whenever you want it.

In London and Western Ontario you can get contact with your prospects through The London Free Press—whenever you want it—any or every day in the week, except Sunday.

The Dodge Manufacturing Company is another of the many national advertisers who find it profitable to use The London Free Press to reach their customers in Western Ontario.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

The Largest Daily Newspapers in Canada

Two in Montreal, Four in Toronto, One in Winnipeg, and the

VANCOUVER PROVINCE

ONLY seven other daily newspapers in Canada—or, eliminating one French Paper, only six—have a larger influence than The Vancouver Daily Province.

Only one other newspaper in the West even approaches the circulation and selling-power of British Columbia's greatest newspaper.

Published in the commercial capital of a province that ranks third in Canada as a producer of wealth, The Vancouver Province should, and usually does, have a place on every list made up in Canada for products having general distribution.

The Vancouver Province has more circulation than all the important British Columbia dailies combined

Over 60,000 Every Day.

The VANCOUVER Daily PROVINCE

THE VANCOUVER DAILY PROVINCE

ROTARY IS NOW SIXTEEN

HAS A NOTED B.C. FIGURE

QUEBEC LIQUOR BILL

Irish Insurgents Fire On Police from Screen Of Women and Children

C.P.R. WILL MAKE SURVEY OF MINERALS

GREECE TO LOSE PORTION OF THRACE

American Withdrawal Disheartening to the French

COAL REPORT IN A MONTH

TRANSCONTINENTAL DERAILED IN ALBERTA

NO REORGANIZATION OF THE AIR FORCE

DRY SHIPS ARE NOT POPULAR

CONTESTS WILL CLEAR THE AIR

The Halifax Morning Herald

— and —

The Evening Mail

Each have larger circulations by several thousand copies a day than any other morning or evening papers published in Halifax or Nova Scotia.

The Publisher's Report to the A.B.C. for the six months ending March 31st, shows this leadership in paid circulation to be overwhelming.

The Halifax Herald

— and —

The Evening Mail

Volume XV.
Number 15

TORONTO AUGUST 1st, 1921

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by
W.A.Lydiatt

"And once-in-a-while the sailors vow,
She scuds across the Noronic's bow."

A NEW NOTE IN STEAMSHIP ADVERTISING

THE tales that are told of the Great Lakes form the basis for the current series of Northern Navigation Company advertisements. What an atmosphere of romance this advertising weaves about the delightful 7 Day Cruise from Detroit to Duluth and return !

In place of ordinary illustrations and dry-as-dust "copy," a breath of the lake breezes is wafted across the Newspaper Page—arresting attention ; creating to an extraordinary degree the desire for a vacation on those Great Lakes that were first explored by the gallant La Salle in his treasure ship the "Griffon."

Written and designed by an Advertising Agency that brings to bear upon the selling of Steamer Trips, the ripe experience gained by serving fifty important advertisers in widely varying lines of commercial effort.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

IN GOOD COMPANY

When you use our posting service you are in the company of the world's most successful advertisers, and you are just as big as the biggest.

PUBLICITY means prominence. A good product brought to public attention often enough gains the prestige sought.

POSTERS are pre-eminently prominent. Everywhere, every day, their size and location commands everybody's attention, with the added emphasis of their constant, colorful appeal.

Posters mean maximum prominence at minimum cost.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO.		HAMILTON
HARRY DUKER, LIMITED		VANCOUVER, B.C.

W. W. SCANE, Secretary, CHATHAM, ONT.

Two Trade Investigations

Two trade investigations during the last six months reveal the fact that an average of over 60% of the trade of town merchants is farm trade.

The first investigation showed a total of 35 merchants out of 47 having 50% or over of their trade coming from farmers—a mean average of 62% farm trade.

The second investigation showed a total of 60 merchants out of 97 having 50% or over of their trade coming from farmers—a mean average of 67% farm trade.

Even in the larger places merchants were found having a high percentage of their business with farmers.

In Guelph (17,000 population) three well-established dealers reported the percentage of their business with farmers to be 50%, 40% and 25% respectively.

Moreover—these investigations proved that the class of merchandize bought by farmers is the same as that sold to their city brothers, namely,—silverware, aluminum cooking utensi s, all kinds of toilet articles, phonographs and musical instruments, household equipment, linoleums, furs, high-class dress goods, etc.

Set aside a definite percentage of your appropriation for farm paper advertising.

FARMERS' MAGAZINE reaches more than 33,000 of the better class of Canadian farm homes. It's men readers get information on building, farm mechanics, field methods, poultry breeding, the care and breeding of pure-bred live stock. It's women readers find articles on household equipment, house furnishing and decorating, table recipes, Women's Institute news, child welfare, and every conceivable subject in which farm women are interested.

Write for A.B.C. data.

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

Central Canada Exhibition Ottawa—Sept. 9th to 19th

EACH succeeding year sees a remarkable development of the Ottawa Fair—now second only in size and importance to the World's Largest Annual Exhibition in Toronto.

A large number of leading Canadian Manufacturers seize this opportunity of demonstrating the virtues of their products to the crowds of interested sightseers at this annual event—370,000 paid for admission to the 1920 Fair.

And, the majority realise the advantage of enhancing the value of their exhibits by means of forceful publicity in the favorite home papers of the Capital's Trading Territory :—

The OTTAWA JOURNAL DAILIES

The provision of a special appropriation for newspaper advertising during this most favorable period is strongly recommended.

Ask your Advertising Agent—

The Ottawa Morning Journal ***The Ottawa Evening Journal***

"The Papers in Ottawa that go Home"

(Members A.B.C.)

Average Net Paid Circulation for the 6 months ending June 30, 1921 **27,286** **Copies Daily**

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg
LONDON, ENG.—Robert Houston, Effingham House, 1 Arundel St. Strand, W.C. 2

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg. BOSTON—Old South Bldg.

¶ More than 100,000 Canadian homes are paying $200,000.00 annually to receive EVERYWOMAN'S WORLD.

¶ The real reason that year after year more homes subscribe to EVERYWOMAN'S WORLD than to any other magazine in Canada, can be given in one word : ***SERVICE.***

¶ And this does not mean the ordinary question and answer service. It means that any and every question a subscriber may ask is answered personally by mail, by an expert in the employ of the Editorial Department.

¶ The friendship and loyalty that such service has produced, and the value of the "word of mouth" advertising it has brought us, is remarkable.

¶ The women who hold the purse-strings in these homes are obviously buying freely the things they want and need. They represent the greatest market available to you in Canada through any single medium.

Get This Market Survey

The most complete booklet ever issued on Central and Northern Alberta Territory

THIS timely booklet, just fresh from the press at the moment when the entire continent is interested in the tremendous potentialities of Northern and Central Alberta, has been prepared with the utmost care. It contains no overstatements of market conditions ; but offers the most complete and up-to-the-minute data available concerning the Edmonton territory.

In this field The Edmonton Journal is supreme, and consequently is in a position to give advertisers the utmost service and co-operation. The booklet here reproduced is but one example of the complete and thoroughly metropolitan merchandizing service extended by The Journal to its patrons.

FACTS Concerning Central and Northern ALBERTA

The eyes of the world are turned just now upon Northern Alberta owing to the oil possibilities which are only beginning to be developed. The Chief Geologist of the Imperial Oil Company estimates that the McMurray district will yield thirty thousand million barrels of oil—600 times the world's annual production.

* * *

Alberta has been appropriately termed "the coal bin of Canada," containing as it does 87 per cent of the coal deposits of Canada. The city of Edmonton sits on the very top of the bin, so to speak, surrounded by big mines capable of producing 383,697 million metric tons.

* * *

In addition to these mineral resources Alberta is a distinctly agricultural province, ranking third among the provinces of Canada in the number of farms and the amount of land occupied. Alberta has upwards of 60,000 farms which yielded last year in agricultural products, livestock, etc., over 600 million dollars.

* * *

Edmonton, the capital of the province, is the third largest distributing centre in the prairie provinces with a population conservatively placed at 68,000, served by four railway systems, whose terminal and divisional yards mean a great deal to the industrial life of the city.

* * *

Since its establishment in 1795 as a Hudson's Bay Post the city has grown steadily in importance as a centre of wholesale distribution, until today there are 85 wholesale houses doing an extensive business in the Northern Alberta territory.

* * *

Edmonton Bank Clearings have grown from 67 millions to 294 millions in ten years. Automobile registrations have grown from 423 to 38,015 in the same period.

The EDMONTON JOURNAL

Special Representatives :—

TORONTO
Edgar J. Guy
302 Royal Bank Building

MONTREAL
E. L. McArthur
232 St. James Street

CHICAGO
Henry de Clerque
2118 Mallers Building

NEW YORK
Louis Klebahn
17 West 42nd Street

LONDON ENGLAND—Frederick A. Smyth, 29 Ludgate Hill

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor. 53 Yonge St., TORONTO

Vol. XV, No. 15 TORONTO, CANADA AUGUST 1st, 1921

WHAT THE BURROUGHS COMPANY IS DOING TO INCREASE SALES

Methods by which salesmen are enabled to overcome successfully the prospect's indifference to fresh purchases. Policy of marking time scrapped for systematic and aggressive canvassing. Resultant business confirms soundness of plan. Told to "Marketing" in an interview,

By A. L. Whitelaw

Manager, Toronto Branch, Burroughs Adding Machine of Canada, Limited.

When a firm is willing to spend $45,000 dollars at a crack for one insertion of an advertisement in 216 newspapers for the purpose of stimulating business, there can be no question as to their faith in the soundness of the commercial situation generally. Yet the Burroughs Adding Machine Company, who are responsible for the move, believe that through the united action of manufacturers, wholesalers and retailers, enough business can be had to make trade good for nearly every one. And they don't hesitate to say so. "Why are you Waiting?" asks the headline of the advertisement. Then follows a number of cogent reasons why action should take the place of watchful waiting.

"Let us begin today by buying the things we need, and our business needs; and let us sell with old fashioned hearty optimism and enthusiasm.

"Let us stop saying, 'Wait till everybody else begins to buy and then I will.' Why not begin now?"

"The man who shows faith in his business by spending his own money is going to arouse faith in others. There is plenty of money in the country—all the experts agree on that—There is a willingness to buy. Folks are merely waiting to see how badly we want to sell."

Copies of the newspaper advertisement and letters were sent out to every member of the Canadian Manufacturers' Association; to the Rotary Clubs; to the Retail Merchants' Association; to the Commercial Travellers' Association; to the Bankers Association, and to almost every organization of any size that was likely to be interested in the subject. The following letter addressed to the members of the Canadian Manufacturers' Association indicates clearly the nature of the arguments used and the insistence placed on the urgent need of immediate and concerted action:—

Windsor, Ontario, July 9, 1921

To the Members of the Canadian Manufacturers' Association—

Gentlemen:

Boom times have passed, and whether Canadian manufacturers on the whole have benefited by the phenomenal activity of the period of high prices depends upon the condition of the individual firms today.

Some are the victims of circumstances, but there are many manufacturers who have adjusted themselves to the present conditions; who have re-financed their liabilities and who are continuing business operations without loss and with good cash balances.

These manufacturers have it in their power to do themselves and the general business of the Dominion a profitable service.

The Burroughs Companies have published the enclosed advertisement in 216 newspapers in Canada and the United States. They believe that the present depression in business is to a large extent the result of fear and selfish economy, and that as soon as business men generally begin again to place orders for future delivery they will in turn receive orders for the product of their own plants.

What if big business—what if the railroads, for example—should begin to place orders for future requirements? The mills would begin to order material, they would re-employ labor they have laid off; working men would have money to spend again; retailers would dispose of their stocks and order replacements from manufacturers and farmers; the railroads would haul more freight and employ more men who, in turn, would spend their wages; business would soon be moving once more under normal conditions.

If you are in sympathy with the objective expressed in the advertisement, will you not do all in your power to promote the "Buy Now" campaign?

This is more than Burroughs advertising; it is an offer to pull a little more than our own weight in the boat and an appeal to you to take an oar with us. Push the buying propaganda in every way that you can—and buy all that you can wisely purchase yourself.

Join the "Buy-Now Buyers."

Yours faithfully,

BURROUGHS ADDING MACHINE OF CANADA, LIMITED.

What have been the results? "Excellent," the Company reports. As a direct consequence of the interest which has been elicited by both the advertiseing and letters, there is shown a more general disposition to get behind the wheels of business and push, as is evidenced in correspondence from manufacturers and others commending the Burroughs Company for its initiative and enterprise.

The money that the Burroughs people have expended in this way has been contributed for the good of the cause, in the interests of business as a whole. What they are doing to boost the volume of their own sales is another story.

When A. L. Whitelaw, Toronto manager of the Burroughs' agency, came from the Hamilton office at the first of the year, he found things—well, not too

bright. He did some quiet investigating of the local field, then he called the sales staff together and explained the situation to them. He figured out what each man should sell in his particular territory and then he set a quota for the month, corresponding to the number of prospects in that territory. Every morning at 8.30 the salesmen met for a short discussion of sales problems that cropped up in the day's work, or some one would deliver an address on some phase of salesmanship. The only stipulation laid down was that the subjects treated should have some direct bearing on selling, and particularly the selling of the Burroughs' machine. A large blackboard was set up with each saelsman's name written down in the order of his standing. The score was kept as on a baseball scoreboard, so that each man could tell at a glance how he stood, and just how much more business he needed to make up his monthly quota. Sometimes a salesman would be assisted by a junior salesman; sometimes he would work alone. But every allowance was made for handicaps and special advantages so that all the men stood relatively on an even footing.

Sales Concentration

An increased volume of business in recent months indicates how sound this training has been. Sales for March and April were surpassed considerably by those for May: while June has shown a substantial advance over all the preceding months of the year. One piece of valuable advice which Mr. Whitelaw gives his salesmen is this: "Suppose you have five calls to make. Don't waste time on the three who may be indifferent, or not in the market. Concentrate on the two that show some signs of interest." Records show that this method, though but a short while in use, helped appreciably to boost sales.

If any one thinks however that the Burroughs' salesmen are going to call "half-time," even during the extreme warm weather, they are cordially invited to guess again. Already a so-called "Club Campaign" has taken definite shape in the sales department in preparation for fall business. 'Club Campaign" almost explains itself. It gets its name from the fact that one

Why are You Waiting?

A message to the retailers, wholesalers and manufacturers of this city

WHO IS the mysterious "everybody else" that you are waiting for—that your neighbor merchant is waiting for, that your salesmen are waiting for?

This reluctant buyer is your salesman, your neighbor, yourself.

There is plenty of money in the country—all the experts agree on this! There is a willingness to buy—FOLKS are merely waiting to see how badly WE want to sell.

But many salesmen will say as they had lost faith in their goods—many executives are simply "marking time."

All that business needs is for someone to give it a push and start it going.

The man who shows faith in his business by spending his own money is going to arouse faith in others.

We believe it. We are showing our own faith by buying this space to urge you to join us in starting something in this community—and other Burroughs offices, the country over, are doing the same thing.

Let us all begin today, by buying the things we need, and our business needs, and let us talk with old-fashioned, hearty optimism and enthusiasm.

Let us stop saying, "Wait until everybody else begins to buy, then I will." Why not begin now?

Burroughs Adding Machine of Canada, Limited

Head Building, 52 Bay Street, Toronto
Telephone Adelaide 4765 and 8268 Service Adelaide 1722

Burroughs

The adver isement that started business thinking—and acting

hundred and fifty of the very best prospects are picked from each man's territory. These are divided into three groups of fifty each to correspond to the three months of September, October, and November, the duration of the campaign. A series of strong sales letters are being prepared. One will be sent weekly, or four letters in all, to the first group of fifty prospects. These letters will be followed by an active and personal canvass of the salesmen in September. Meanwhile, October's letters will be going out in September, and those of November in October. In each case a letter and supplement will precede the salesman's calls. Formerly, junior salesmen would have taken the place of the letters. But Mr. Whitelaw believes that the barrage of letters will be more effective than any amount of doorbell ringing, and that it would be more profitable to reserve the junior salesmen for more productive work.

An Instructive Incident

An incident, amusing and at the same time instructive, is related by a Burroughs' salesman. A sale which had been hanging fire for some time had called him to the office of a manufacturer of heating apparatus in a Western Ontario city. He sent in his card and was admitted to the manager.

"I'm sorry," began that official "but we're certainly not open for any adding machines today. You see we've joined the buyers' strike association headed by your old friend, Henry Ford, and we're not going to do anything till prices come down."

"Well," said the salesman, "that sounds interesting."

"Perhaps it does; but that's how we feel about it at any rate."

The Burroughs' man fortunately was well acquainted with the manager; in fact the firm was one of his best customers. He wasn't afraid, therefore, to talk pretty straight.

"Look here, Mr. M——, are you going to discharge your clerks, are you going to close your doors, are you going out of business?"

"Why no, not so far as I'm aware."

"Not so far as I'm aware, either. Because I have been talking to some of your office girls, so has our local man, and we both find that you're just about as busy as you ever were. And how about that demonstration machine we left here. You're still using that I see. Come, I know you're fair, you want to do the right thing. You surely don't wish to go on using that machine for five or six months without giving us an order. You wouldn't expect one of your customers to use a furnace of yours for several months without paying for it, would you? Then don't you see that it is just as unfair, just as unreasonable to us to keep us waiting for your order while you continue to use our machine? Besides you talk about waiting for prices to come down. Let me tell you this: Even if the price of our machine should come down, and we are by no means certain that it will, it would only be a slight reduction, certainly not more than ten per cent. Meanwhile, on your own admission you will have saved more than that, so you see by buying now you really stand to gain rather than lose."

"I guess you're right," admitted the manager after a pause. "I never looked at it in that way. Leave a memo of the amount; I'll okay it."

The point of this story, of course, is that the salesman might have fallen in with the views of the manager and so postponed indefinitely the sale of the machine. By acting firmly and with dignity, and pressing the obvious unfairness of the manager's proposal, he won his case, closed the sale, and enhanced the manager's respect

Advertisers Concentrate in *The Globe*

Because of its Pulling Power

Globe advertising sells goods, and Globe advertising gives prestige.

Advertisers know this, and they concentrate a greater volume of General Advertising in The Globe than in any other Toronto paper.

Measurements for the first six months of this year show that The Globe still retains its old leadership.

The Globe leads all other papers—morning and evening—in total General Advertising.

The Globe leads all other papers—morning and evening—in 7 out of 13 classifications of General Advertising.

In the morning field, The Globe leads in all classifications except Patent Medicines, and Oil & Mining.

The Globe leads the morning field in total General Advertising.

The Globe leads the morning field in 11 out of the 13 classifications of General Advertising.

The two classifications in which The Globe is always low are Patent Medicines and Oils & Mining. A rigorous censorship keeps out much copy which appears elsewhere.

The Globe's 100,000 plus circulation ensures a wide distribution of its Advertising, but the "spade work" in giving its extraordinary results comes from the hold The Globe has on its readers.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

for him. One might well infer from this that the customer is not always right, nor is the "road of least resistance" often recommended by spineless personalities, the most profitable one to take. Acquiescence in both views would have meant disappointment and loss for the salesman in this case.

There's a wealth of valuable suggestion in the Burroughs' story for any firm standing indecisive, faced by the problem of moving a laggard product. It shows clearly that the need for the qualities of persistency, perseverence and intelligence in salesmanship is greater now than ever. For on salesmanship now as always depends the issue. The salesman must be made to feel the weight of his responsibility. He must be made to realize that his actions now will determine his success in the future. He must be made to see that the only man who is going to lose is the man who lays down before circumstances, that the salesman who will come off on top is the one who is dead in earnest, and fights to win.

* * *

RAPID TURNOVER OF ADVERTISED BRANDS: AN UNDER-WORKED SALES ARGUMENT

Retailer doesn't necessarily recognize extra profit on an unadvertised article as reimbursing him for the extra effort required to sell it. Neither does he always realize the fact that the well-known advertised commodity carries but a small profit because of the ease with which it sells.

Written for MARKETING by WALDON FAWCETT.

For the average retailer not only the size of profits but the sureness of profits are dependent upon rapidity or frequency of turnover. The uninitiated may ask why, if rapidity of turnover be so valuable an asset for agents and distributors, it is necessary to underscore it to the retailer. There are two reasons: First, there are not a few merchants, especially the smaller retailers, who do not do full justice to turnover, as a factor in business, because they have never looked into the matter. In not a few instances these busy merchants, say, the proprietors of one-man businesses, have never "kept books" with the system and detail that some folks deem desirable. Such a retailer does not know his cost of doing business, to the last jot, as does the executive of the big city department store. And without just that sort of knowledge of costs and percentages of profit, etc., the merchant is not likely to grasp the practical importance of turnover.

Secondly, a campaign of education in behalf of appreciation of the importance of turnover is necessary, because the manufacturers who offer merchants the boon of turnover have to have some recompense for their pains and they take it, usually, in the form of smaller margine of profit or narrower discounts. By superficial estimate, the marketer who allows his distributors a more limited mark-up than his competitors grant would appear to be at tremendous disadvantage if the competition is based on goods of anything like equivalent quality. The retail merchant may not be instinctively impressed by a showing that the marketer who allows but modest margins on his goods is expending vast sums in national advertising, in free sampling, in demonstrational work, or what not. More likely is the unconverted store proprietor to assume a what-is-there-in-it-for-me attitude.

The Salesman's Cue

For the enlightenment of the unimaginative merchant this is the cue for the salesman to translate general advertising and promotional work into terms of stimulated turnover. Like as not, this is a phase of the matter that has never been brought to the attention of the discontented distributor. Rather he has been left to grumble over a narrower margin than he thought he should have. He may have had all maner of ocular proof of the power of advertising to move goods off his shelves. Ten chances to one, however, he has not gone behind that fact to a realization that frequent turns of stock at a small per centage of profit mean a larger aggregate earning of interest on a given capital investment than fewer turnovers of stock that carry a much higher margin of profit on the individual transaction.

Any merchant who can be induced to give the subject any consideration whatever will find that this question of turnover bears relation to every item in his overhead. For example, the more rapid the turnover the less the risk of stock deterioration or depreciation. It matters not whether the cause be climatic changes, the ravages of time, or the shifting currents of fads and fashion. Or, let him consider the bearing upon his expense for clerk hire in the store and for outside salesmen. Speeding up of the rate of turnover simply means that the friction of selling is being reduced in ratio; that the merchant is getting so much more work out of his employees; or that it is costing him less to close each sale than it did when there was more resistance to overcome. Concentration on this one element ought to convince the merchant that if it costs him less to make a sale he can afford to accept smaller profit on the transaction. And this, without regard to the fact that in the long run there will be so many more transactions at the modest margin than at the wide one.

Dealer's Share of Expense

In accepting, at a moderate margin of profit therefore lines which are characterized by

The London Advertiser

announces the appointment of

Harry B. Muir

as Vice-President and Managing Director.

Mr. Muir assumes direction
of the paper on
August 1st, 1921.

rapidity of turnover, the merchant is merely shouldering, as he should, his small share of the expense of the advertising that created the favorable demand. Yet some marketing organizations do not even ask this aid from the merchants to whom they have brought the boon of lively turnover. That is to say, these marketers allow the full margin of profit prescribed by trade custom, or match the percentage of firms that do not grease the selling groves by advertising and other sales helps. Where the maximum percentage of profit is allowed, despite the inducement of rapid turnover, this latter is usually counted upon by the manufacturer or wholesaler to persuade retailers to push the quick-moving line in preference to those which carry no wider margin and are tardy in turnover.

A Continuous Procession

It is obvious then that a maker or marketer of goods has done only half of his duty to his distributors if he stresses the importance of turnover, but fails to point out how they may make stock move in continuous procession onto and off of his shelves. Even if rapidity of turnover be proclaimed by energetic manufacturers as one of the rewards of national advertising, there is nothing to establish the responsibility in the premises of the local merchant. Indeed, the latter may take a detached viewpoint saying to himself that if a product is made the subject of an advertising drive it will turn rapidly; but, if a producer fails to thus apply turnover power the merchant is just as likely to assure himself of his inability to make good the deficit.

Much more constructive is the policy of the business men who are doing all possible to bring home to their associates and constituents that increase in profits goes hand in hand with an increase of turnover. Nevertheless in preaching this gospel, they always take care to leave the impression that the retailer himself has a very definite responsibility for the turnover pace in his own particular shop. This practice does not allow the retailer to blandly pass the buck to manufacturers. It proceeds on the assumption that slow turnover is probably due to poorly selected stock, to over buying, or to an inefficient selling organization. And for all of these the merchant, not his supply house, is responsible.

Chain Store Turnovers Compared

A delicate question in connection with retail turnover is the relation of turnover to the size of the retail stock and the range of stock carried. During the past few years much prominence has been given to the amazing results in turnover attained by certain chains of retail stores and particularly by chains of cigar and tobacco stores in the larger cities. Most of the credit for so-called miracles in turnover has been given to the small stock of each article carried in the individual store and to the narrow range of stock. That is to say, concentration on a camparatively few brands. There is no question that hand-to-mouth ordering by the retailer and the devotion of store space to a comparatively few brands, will break records in turnover. But such a policy is unwise and impracticable in many lines, desirable as is speedy turnover. Hence the business Moses must temper his advice to suit conditions.

It is all very well, for example, for each cigar store in a close-linked chain—all within striking distance of a central supply depot or wholesale warehouse—to carry in stock but one or two boxes of each brand. Obviously, however, that policy is no recipe to be taken literally by a store proprietor remote from sources of supply. Similarly, it is an invariable rule that a merchant's rate of turnover will bear definite relation to his devotion to nationally-advertised "best sellers," although no rule-of-thumb can be applied to the scope or range of a merchandise stock. That is something to be governed by the retailer's location, the class of customers catered to, and the nature of his competition.

Whereas any business man will be chary of offering dogmatic advice when he knows that circumstances may alter cases, there is one truth that may always be stressed in entire confidence, namely, that the introduction of private brands or "own label" goods tends to slow down turnover. This is, as it happens, a highly important point now that so many temptations are being offered not only to wholesalers but to retailers as well to put out goods under their own names. It may be difficult for a business adviser to combat the conviction of a merchant that exploitation of private brands will confer upon him a certain amount of prestige; but it is readily demonstrated that turnover suffers when private brands come in. Since private brands are usually an unknown quantity, additional effort is required on the part of clerks to dispose of them. Besides; if there is any variation, as there almost always is in the quality of the goods put out under private brand, sales momentum suffers and this is reflected in reduced turnover.

Indictments Of Private Brands

Most serious of the indictments against the private brand is that "own-label" merchandising is conducive to overstocking. Very often a distributor must buy a larger quantity of goods than his trade really warrants in order to have his private brand placed on the goods. Or he will overbuy under lure of exceptional quantity discounts. As a rule, this concession is offered more readily by the manufacturer branding for the trade than by the producer putting out goods under nationally advertised brands. In any event, the very bulk of the stock under private brand tends to restrict turnover. And, as if this were not enough, the necessity of moving the accumulated stock may lead the merchant to expend extraordinary sales effort on the "own-label" items and neglect such national brands on his shelves as would help him to bring up his average of turnover if he would only give them free play.

For the benefit of the marketer who has found agents and merchants unresponsive when he talked turnover, it may be remarked that many a retailer would be much more concerned if he knew how low his rate of turnover really is. But many a retail distributor, for reasons due to faulty accounting, has a sad misconception of his turnover. That is to say, he imagines he is giving his stock more turns than is really so. For ex-

The HERALD Appeals to Women: The Biggest Buyers

MANUFACTURERS have long ago learned the lesson that women are the biggest buyers all over this continent. Calgary is no exception to this rule.

A tremendous amount of money is spent annually in Southern Alberta by women. An immense proportion of the merchandize purchased in Calgary territory is bought by women buyers in the stores of Calgary.

The Herald is the only publication in Southern Alberta which conveys to these women adequate news and views of women's activities and problems. It is also the Calgary woman's shopping guide. The manufacturer who gets his message across to these women when they are in the act of making up a shopping list could not wish for a more effective approach.

A growing city is a buying city. Calgary's purchasing power per capita is not exceeded anywhere in the Dominion. Appeal to Calgary's women buyers through the columns of The Herald.

Largest Evening Newspaper Circulation Between Winnipeg and the Coast

The Herald Publishing Co. Ltd.
CALGARY - - - - - - - ALBERTA

Representatives for Eastern Canada:

EDGAR J. GUY	Royal Bank Building	Toronto, Ont.
E. L. McARTHUR	232 St. James Street	Montreal, Que.

Representatives for the United States:

HENRY De CLERQUE, Inc.	800 Mallers Building	Chicago, Ill.
HENRY De CLERQUE, Inc.	17 West 42nd Street	New York, N.Y.

Representatives for the British Isles:

F. A. SMYTH	29 Ludgate Hill	London, E.C. Eng.

In CALGARY *The* HERALD *Gets first attention*

ample, an expert accountant of wide experience says that it is astounding how many small business men have a wholly erroneous idea of their turnover. Such men have the habit of balancing sales at outgoing prices against purchases at incoming prices instead of figuring both on cost price or both on selling price. Figuring stock at cost and sales at retail prices one gets an appearance of high turnover that is not, of course, justified by facts. It may not be exactly a pleasant task for a business builder to disillusion a merchant on this score, but such a jolt will usually prompt the retailer to scrutinize more closely the elements (including stock selection), that enter into turnover.

A rule generally observed by conscientious, systematic business men in ascertaining turnover is to divide the cost of the goods sold during the year by the cost of the average stock carried. There are some business doctors who claim, however, that even this approved method does not produce an absolutely accurate picture of turnover. These conservative accountants would have turnover figured not on the inventory but on the capital tied up in the business. Following out that idea the measuring stick for turnover would include the charge accounts on the books of the merchant whose rate was being computed.

How Shall Profits Be Computed?

Thus to put into the computation not merely the goods in the store at inventory time, but all the other goods which the merchant has bought and paid for, but on which he has not been reimbursed by his customers, is radical doctrine, to be sure, and is bound to play havoc with the supposed turnover rate of many a house engaged in instalment selling. In behalf of this frank method of figuring it is insisted that there is really no difference in status between goods on the merchants' shelves and the goods which the merchant has placed in the homes of his customers, but for which he received no payment. Of course, the merchant in computing turnover by this plan would make allowance only for the aggregate of the unpaid balances on his partial payment sales. Suppose a merchant has a $10,000 stock and $8,000 on his books, then would the store's annual income be divided by $18,000 to ascertain rate of turnover instead of dividing by $10,000, in accordance with the more familiar plan.

Difficulties of Guarantee

One risk that the shrewd marketer never takes, no matter how fast moving his line, is to promise a merchant or distributor a given or approximate number of turnovers. There is a temptation to hold out to retailers hope of a gratifying number of turnovers, when it has been found in actual experience that most distributors can rotate their stock at the speed indicated. And not a few merchants who have sensed the importance of turnover are wont to ask, when about to take on a new line, how many turnovers can be counted upon. Always, however, the careful sales interest will avoid commitments on this score. Time has shown that not only are there no hard and fast rules as to rate of turnover but that the law of averages is not always dependable. The buying habits of the public, distributive conditions, etc., etc., vary so widely in different localities that it is difficult to specify even what should be accounted a "normal" rate af turnover.

What every business interest may confidently do, however, if it has put any form of promotion or publicity behind its goods is to invite the merchant who is handling various lines of goods to note the difference in the rate of turnover at his store between the advertised or exploited line and the commodity which has to make its way unsung. This use of the deadly parallel on turnover may be invited in the case of both staples and specialties, although, naturally, the contrast may be more marked in the case of novelties or specialties. And the beauty of it, if the merchant but grasp it, is that speeding up of turnover is the one and only expedient whereby volume of sales (and consequent profits) may be multiplied with no increase of sales expense, or very slight expense at most. Rare is the mercantile establishment where the entire sales force is continually operating at capacity. And just in proportion as stimulated turnover operates to keep the salaried staff uninterruptedly busy, it has boosted profits with no corresponding swelling in sales expense.

The chief beauty, after all, about rapidity of turn in merchandise is that is presupposes absence of sales effort to get orders. Goods of proved speed in turnover represent the nearest approach to automatic selling. What this means to the merchant cannot be more impressively indicated than by the fact that many merchants have found that if they can get enough turns there is considerable net profit in handling a line at the bare average cost of doing business or even on a percentage below the merchant's average cost of doing business. Thus grocers have, on occasion, made money selling sugar at less than the average cost of doing business. Generally speaking, all rapid-turning goods do not actually involve for their sale the quota of expense that is allowed to them under the apportionment for the entire business. It is the slow-moving stock, that turns once or twice a year, and that requires extraordinary effort by salesmen to move it at all, that runs up the average. Mention has been made of the boon that is conferred by rapidly-turning merchandise in keeping fully occupied the sales force of the retail store. Quite as much emphasis may be placed on the value of that conservation of time and effort which quick-moving merchandise bestows upon the retailer who is playing a lone hand in business or is conducting his store with very little help.

* * *

The presence in Port Arthur recently of S. J. Napieralski, of Des Plaines, Ill., an iron and steel capitalist, seems to lend credence to the report that roller mills are likely to be established at the head of the lakes in connection with the opening of the blast furnace and iron ore activities at the Paulson Mine.

* * *

In the previous issue of *Marketing* it was announced that J. J. Gibbons Limited had charge of the advertising account of the Ontario Agricultural College. This is incorrect. The advertising for the College is prepared and placed by the James Fisher Company Limited, Toronto.

Over eighty-nine per cent. of The Citizen's circulation is concentrated in the city of Ottawa and suburbs.

This is one more reason why, in these days of intensive merchandizing methods, advertisers discover that in Ottawa it is—"*The Citizen preferred.*"

Circulation gains in effectiveness in proportion to its concentration. Coupled with real dealer influence, achieved through the columns of The Citizen Retailer, advertisers in Canada's capital city secure maximum results.

The Citizen Retailer goes to more than 3,000 merchants in Ottawa and Eastern Ontario once a month. It keeps them informed of your merchandizing plans and ensures the utmost measure of co-operation.

The Citizen

MORNING *OTTAWA'S FOREMOST NEWSPAPER* EVENING

OTTAWA

Canada's Capital City

City Circulation 21,138 *Total Circulation* 29,903

SALES-AT-A-PROFIT CONTEST REDUCES OVERHEAD FOR COLUMBIA

A scheme which had for its objective net profit rather than mere sales. Worked well both ways. How service to the customer is made to dovetail with selling to the prospect.

Written for MARKETING by T. R. CRAYSTON
Sales Manager, Canadian Branch, Columbia Gramophone Company.

It was Dr. Charles Elliot of Harvard University who said "In order to get efficient work out of a man, an internal motive must be supplied." Without the internal motive, i.e., the element of loyalty to an organization and an active belief in its management, any effort to enlist the cooperation of employees toward the attainment of a worth-while objective would be little better than useless. So far the internal motive as provided by the Columbia organization has taken the form of meeting the individual worker's desire to gain some reward for himself. Perhaps in this instance it would be more exact to call it an external motive, because it has come from outside and apart from the employes own innate impulse to render conscientious service to the Company. The development within our own lines of this motive or incentive led to our working out the Aeroplane Sales Contest and the Baseball Sales Contest, for the benefit of branch sales managers and salesmen. But although these contests did much to stimulate business, we were not satisfied. We wanted a form of competition that would bring every member of our organization into play.

Well, when the so-called buyers' strike hit the country about September last, it did not affect us as it did many another firm. The enthusiasm, energy and hard work our men were putting forth, and the momentum thus gained, carried us along for about four months. It was not in reality until about the middle of February that our Toronto staff began to experience any serious difficulty in making sales. To decrease our sales staff, however, would mean less business and the necessity for building it up at a later date. So we didn't reduce. We decided rather to keep our men on and do our very best to make things go. When, however, at the end of each month our profits began to drop like the mercury on a cold day, you can imagine how we felt about it.

Offered Prizes To Branches

Realizing that "wages come from sales," and profits also, our head office adopted for the months of May, June and July, the slogan "Sales at a Profit" and offered prizes to the branch sales managers of the five leading branches whose offices during that period showed a profit and increase in sales averaging over the months of January and February and a decrease in expenses.

Needless to say, we as branch managers, began to dig deep and find out why our profits were decreasing.

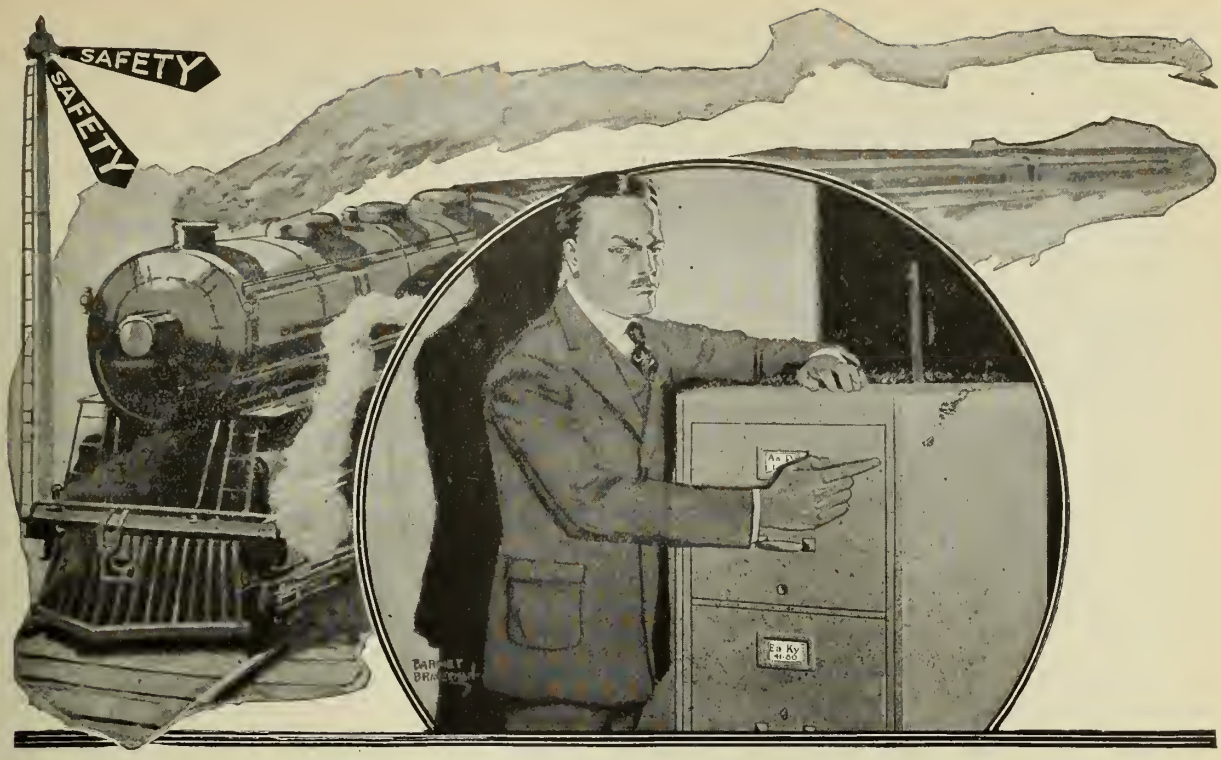
First we investigated our sales force. Were salesmen concentrating on one section of their territory or wandering all over it? These were questions for which we had to find answers. After a period of careful and minute checking up, we found to our surprise that there was some "slack," and we set to work at once to pull it up. Our first move was to introduce what we call the "planned day's work." That is to say, instead of letting a salesman follow an irregular or haphazard system of calling on prospects, we route him over a certain prescribed territory, city as well as country. We hand him a list of prospects, we give him definite information concerning each, and we ask him of course to furnish us with a definite report of all calls made during the day. This enabled us to keep in close touch with what he is doing and to help him more readily should he require help. He must also provide us with a report of owners called on, for it is part of each salesman's duty to visit owners at short specified periods to render any service which may be needed. A system of routing with the use of colored tacks makes it possible for one to tell at a glance just what each salesman has been doing. Now we find our men make more and better calls, and spend less time on the street. We then made a survey of the office. We put in a time study and found out exactly what girls were producing 100 per cent. At the end of two weeks we had an accurate record of how many minutes during the week were spent in addressing envelopes, in transcribing letters, in making out invoices, and in secretarial work; how many hours were lost through lateness and time off—in fact, we covered everything. By installing a hand addressing machine, we found we could dispense with one girl. Thus the machine practically paid for itself in one month, and June and July were credited with the salary saved.

By revising our office methods and allowing each operator to specialise on certain classes of work and by removing two of the nonproducers (discovered through our "time-study") we now have four girls doing the work of six, and doing more and better work into the bargain, with practically no errors.

In writing our semi-weekly letters to our salesmen, rather than make carbon copies we made originals; therefore, the addition of a "Hectograph" gave us an original copy and cut out approximately the writing of 48 letters each week, or in other words about 2-3 of one day's time for one girl a week.

Reorganized Service Department

Our biggest returns, however, came in the service department, which is divided into two types



Signs that Say: Safety

Through the night the coaches speed *but you sleep on.* And the reason? Because of your confidence in the elaborate system of safety equipment provided by the railroad to increase the "margin of safety" for its passengers.

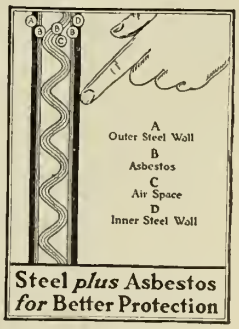
The elaborate signal systems of the modern railroad—the curtain of asbestos in "Fire-Wall" Filing Cabinets—both are signs that say: Safety.

FIRE-WALL FILING CABINETS
Steel-*plus*-Asbestos

Strength favors steel. But steel alone conducts heat. So "Fire-Wall" Filing Cabinets are made with a curtain of asbestos between two sturdy walls of steel—a curtain of asbestos that stands between your valuable business records and the fire that may steal upon you any time.

"Fire-Wall" means better protection—an increased "margin of safety" for your business records. Consider this safety when buying *your* equipment.

Drop a card in the mail to-day for a copy of "Protection for Your Business Records." Address nearest service store or Home Office.



Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

1009

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

—monthly inspection and rush calls. By going over the records of eight service men, checking up the number of machines inspected for a month, taking into consideration the rush calls, for work not done properly, we discovered two of our men were not putting their heart and soul into their work, and by eliminating these two, six men are now doing the same work, and we have practically no such thing as a rush trouble call. The reason is that we have routed and organized our owners into districts. Our service superintendent can now communicate with any inspector within five minutes. For instance, if a hurry call comes in from the Bank of Hamilton building, instead of sending a rush call man as would have been done formerly, the inspector is telephoned in that district and is on the job in a few minutes. The trouble is speedily rectified, and the time is saved of a special man to go from this office to our owners to make an adjustment which, in time, would mean ordinarily from an hour to an hour and a half, as against from fifteen to twenty-five minutes. So you see we have effected a distinct saving there.

Saving Credited To Branches

Similarly we have handled other departments of our business with the same eye to economy and thrift. The wiping rags used by our inspectors, and which cost us about eight cents each, we used to throw away at the end of each day. Now we find that by sending these to a laundry in lots of 100 we could renew them for 1½ cents and, as approximately 300 are used each month, you can realize what this amounts to in a year. When our shipping and receiving department also came in for scrutiny we found that wrapping paper, twine, and boxes were often being scrapped, and yet by salvaging these items it meant less expense and more profit for us.

All these savings and economies are scrupulously recorded by the head office and credited to the branch making them. Each branch, moreover, is kept informed as to its relative position in the contest. About the fifteenth of each month each branch manager receives a balance sheet covering his business of the month preceding. This statement tells him just what are his total sales, total gross profits, and expenses, itemized, such as rent, light and power, salaries, commission, freight, express, parcel post, travelling, printing, postage, stationery, office supplies, packing and shipping material, and incidentals, as these are items over which he has personal control.

How Credits Are Apportioned

Now for the methods of recording these various items.

Fifteen points are allowed for every 1 per cent. increase in total sales for the month of May, June and July, which was arrived at by averaging the sales for January and February. For each reduction of 1 per cent. in the percentage of each of the expense items to total sales, there is added to the branch credit as follows: ten points on salaries, three points on travelling expenses, one point telephone and telegraph, one point packing and shipping material, three points on incidentals including printing, postage and stationery, and ten points for every increase of 1 per cent. in revenue and decrease in expenses in our service department.

The corresponding deduction of points is made for every increase in the percentage of the above expenses to total sales and nfteen points deducted for every 1 per cent. decrease in total sales.

Therefore the branch manager on the 16th of each month knows exactly where he stands.

You may ask "How did we enthuse all our staff?" By offering a prize to the salesman making the greatest percentage of his quota for the three months; another prize to the service man who signs the greatest number of inspection agreements; and a third prize of a dinner to the office staff as a whole, to the branch winning the "Sales at a Profit" Contest.

Every member of our organization is enthusiastic, and we are securing practically 100 per cent production, and most important of all—loyalty to the Company.

* * *

Harry Muir Secures Interest In London Advertiser

Harry B. Muir, advertising manager of the London Free Press, and one of the most popular of the younger newspaper men in Canada, has bought a substantial interest in the London Advertiser, and on August 1st assumes the directon of that paper as Vice-President and Managing Director.

Mr. Muir was born in Ontario, but his first newspaper experience was acquired in the United States with the Houck Newspaper Features Inc., Chicago. During the two years following the panic of 1907, Mr. Muir was with the advertising department of the Winnipeg Telegram, leaving that paper to associate himself with Abbott & Briggs, Inc., of New York, syndicating a monthly magazine section to a list of large American dailies, and later returning to Canada with the Wyckoff Gillett Company, Canadian agents for the syndicated magazine section. When Canadian newspapers were forced to discontinue the section, owing to prohibitive postage rates, Mr. Muir joined the staff of the London Free Press as Foreign Advertising Manager, and two years later took complete charge of that paper's advertising department, which he has creditably conducted for over six years.

Mr. Muir has shown unwavering faith in the possibilities of the London and Western Ontario field for more than eight years, and his career as publisher of the Advertiser will be watched with a great deal of interest by his many friends in Canadian newspaper circles.

The Free Press informs "Marketing" that Mr. Muir leaves them with the very heartiest expressions of good-will from the management and entire staff. Arrangements are being made to fill the vacancy with a capable executive whose experience and ability will immediately inspire confidence. An announcement of the appointee's name will be made shortly.

* * *

H. S. Beecher, who has been Sales and Advertising Manager for the Gillette Safety Razor Company of Canada, Limited, for the past four years, has resigned his position, effective August 1st. Mr. Beecher has made no announcement of his plans for the future.

* * *

George W. Hopkins, general sales manager of the Columbia Phonograph Company, who made a decided impression at Montreal recently with his speech to the A. C. of A. convention, was elected vice-president of the Columbia organization early in July.

1866 1921

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED FOUNDED 1866

LONDON, CANADA

"The Paper With a Purpose"

It is a farmer's paper first, last, and all the time

AS the LIVE STOCK INDUSTRY is the right arm of Agriculture, the publication that is most popular with Live Stock Breeders should be the best medium by which advertisers can reach the right class of farmers.

The popularity of The Farmer's Advocate and Home Magazine with live stock breeders is most splendidly emphasized in the following comparative figures showing the volume of paid advertising for live stock breeders as appeared in the various agricultural papers of Canada during January, February and March, 1921 :

Farmer's Advocate and Home Magazine .	**43,401**	lines (agate)
Second Highest	29,714	,, ,,
Third Highest	15,054	,, ,,
Six others each under	10,000	,, ,,

A publication possessing such popularity as the above figures show, also gives the most efficient service during the Exhibition Season soon to open.

Reserve space at once in our coming EXHIBITION NUMBER to be out September 1st.

We will gladly send you specimen copy, rate card and other necessary data upon request.

THE WILLIAM WELD COMPANY, LIMITED

Member A.B.C. Since Start

London, Canada

Publishers

The Farmer's Advocate and Home Magazine

"The Farm Family Paper for Fifty-Five Years"

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

W. A. LYDIATT, Editor
WM. G. COLGATE, Associate Editor
JOHN C. KIRKWOOD, and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 15 AUGUST 1st, 1921

Flat On Its Back

At the conference of building trade employers and employees at Ottawa a month or two ago one of the delegates declared that the building industry was "flat on its back.' Time has passed since then but little attempt has been made to get the industry on its feet. Apparently the power of advertising has been entirely overlooked. There has been no concerted effort on the part of the industry to convince the public that building costs are as low as circumstances warrant. The Ottawa conference broke up without any aggressive policy being decided upon. The buck was passed to the federal, provincial and municipal governments. These bodies are expected to provide ways and means of alleviating the situation.

But until the builders convince the public and the governments that reductions in cost cannot be looked for in the immediate future, the tendency to hold up construction will continue. Building costs are either warranted or they are not. If they are not warranted they should be reduced. If they are justifiable it should not be difficult to produce facts and figures to justify them.

Coupled with the dissemination of convincing data in this regard, an emphasis should be placed on the urgent need of building, supported by figures, readily obtainable, showing the appalling shortage of dwellings in this country. The conference agreed that there is an actual shortage of 158,000 houses throughout the Dominion.

House shortages were reported from practically every city in Canada. Montreal now has 100 houses for every 462 inhabitants, but needs 500 more houses. Toronto has one house for every five inhabitants but needs 10,000 more dwellings. Winnipeg needs 5,600 houses although it now has one dwelling for every 6.44 citizens. Ottawa needs 700 houses, and Saskatoon requires 300.

Last year only 11,117 houses were built in Canada; and yet there were over 70,000 marriages, plus 117,336 immigrants who entered the country during that year.

The scarcity of houses has created two classes of citizens who are affected, namely those who cannot pay high rents prevailing and those who cannot secure houses. The result has been that these people have been compelled to congregate two, three and more families in one house—a condition detrimental in every way to their health and general walfare.

It might also be pointed out, as was effectively done recently by a United States writer, that the so-called buying strike was not a strike at all but an economic condition partly induced by high rents, which curtail the spending power of the public. This curtailment is being further accentuated by the lack of work in the building trades, leading to widespread poverty, which is liable to become so acute during the coming winter as to constitute a great national problem.

Here, then, are arguments which could be welded into a convincing compaign for the builders, awakening national consciousness of the imperative need of immediate construction.

* * *

The Moving Minority

An old Arab proverb divides humanity into three classes: those who are immovable, those who are movable, and those who move.

The same classification may be applied to business. There are firms which to all intents and purposes may be termed immovable. They have an established method of doing business which has not changed since the founding of the organization; they never advertise; they rarely solicit orders; they merely manufacture a product and expect people to buy it.

There are others who are movable, who are influenced by competition or demand to the point of making slight changes in product or package or in their methods of selling. External pressure sets them in motion.

And then there are the few who move, the minority which starts things, the innovators, the aggressives. They are the salt—or, if you will, the pepper—of business. They are starting things now, while the Movables and Immovables are howling "Calamity! Calamity." Most of them are not getting the returns from their efforts that accrue in more normal times; but nevertheless they are getting business and keeping business. They are "standing to," like a full-rigged ship, ready to take advantage of the first breath of favorable wind.

In this issue of "Marketing" there will be found two or three stories of what some of these Aggressives are doing. Other instances might be quoted to show that business is to be got by those who go out and get it.

From the Pacific to the Maritimes there is a growing aggressive movement which before long will begin to have its effect upon the "Movables" of business. Soon the cogs will mesh and business generally will gather headway. But the race is to those who move off first, with a flying start.

MARKETING A HOUSEHOLD SCALE

"Why not?" asks "Marketing" of manufacturer and retailer. No valid objection to plan forthcoming. Rich and fertile field waiting to be cultivated by some enterprising scale maker. Facts elicited during investigation seem to favour idea.

Written for MARKETING by WILLIAM G. COLGATE

Among all the articles of domestic use the sales of which are made general and continuous through well-considered advertising, it is strange indeed that the household scale should find no place. As to why this anomaly should be no one seems able to answer offhand.

An interview with a prominent Toronto scale manufacturer elicited nothing more definite than a dubious shake of the head, an enigmatic smile, and an expression of disbelief in any plan that might have for its object the exploitation of a household scale. It was vain to argue that thermometers and other similar articles of home use had been and are successfully advertised. He was firm in the conviction that the public response to any such campaign would not be sufficiently large to justify the venture.

A retail hardwareman whom I next approached was almost as sceptical. Although his store is situated in a moderately well-to-do residential district in North Toronto, his sales of household scales, as he admitted, had been very light. "Yes," he continued in answer to my query, "we sell a few but mostly at preserving time. Customers as a rule seldom ask for them at other times, and we don't push them. I suppose if I were to fill a window with them, make a big display and all that sort of thing, we might build up a demand, but so far I have never tried it." I inquired next as to what sort of scales he carried. He showed me two: one made by the Gurney-Tilden Company of Hamilton, and the other the production of an United States manufacturer. The Canadian scale, complete in every way and carrying a Government guarantee, was priced at $4.75 whereas the American article, a hand scale and by no means reliable, sold for the nominal sum of one dollar. "You see," the dealer went on, "people won't pay nearly $5.00 for a scale when they can get one for a dollar, and naturally outside preserving time, I sell more of the cheaper scale."

"That may be true," I countered, "but don't you think that customers would prefer to have the better scale, since as you say it is more trustworthy, if its advantages were carefully pointed out to them?"

"They might," he agreed. "All I know is that they don't do so now, and I haven't time to educate them."

What's the answer? Obviously there can only be one answer, and that is advertising. Whether the system of educating the pub-

Are You Getting 16 ozs. to the pound?

YOU compare quality, flavour, appearance, price. What is more natural than you should take the final and logical step and weigh everything you buy? Good sense commends it; economy demands it.
You may be sure the manufacturer, the middleman, the retailer, weigh everything they buy; and they pay less for their stuff than you. Can you afford to be less exacting?

Ritewaite Household Scales

enable you to weigh every purchase, to check it by the bills, and to make sure you are getting all you pay for. Checking up weights is the only way you can be sure without a doubt. Then suppose you wish to weigh ingredients when baking; keep a reliable record of baby's growth, or correctly proportion sugar and fruit at preserving time—your Ritewaite Scales are at your elbow. Indeed, no kitchen equipment can be called complete without them. They will pay for themselves by what they save in a very short while.

All hardware stores sell Ritewaite Household Scales at $4.75. You can pay less, but remember that an unreliable scale is about as useful as an unreliable watch. Get a Ritewaite and have a scale carrying an absolute Government guarantee. Your hardwareman will be pleased to demonstrate the Ritewaite to you. Ask him.

THE RITEWAITE HOUSEHOLD SCALE MFG. CO.
TORONTO, CANADA

A Suggested Advertisement of a Trade-marked Scale

The only lumber journal published in the Dominion that treats Canada's second basic industry from a national point of view.

Its circulation among sawmills and logging camps and wholesale and retail lumber dealers is high in reader interest and commands the attention of the largest Canadian manufacturers who are desirous of reaching this field.

Its contents are read with profit by men who are the large buyers of equipment, camp supplies and lumber.

Tell your sales story to the men who do the buying

Centre your sales efforts on the heart of the field you wish to reach by using the class publication that represents that industry. Why experiment with waste circulation, where your appeal is naturally of no interest ?

The Hugh C. MacLean Publications are a family of business papers, each specializing in its particular field and each a recognized leader. We shall be pleased to give you any information regarding these specialized fields.

Hugh C. MacLean Publications

Canada Lumberman—Contract Record and Engineering Review—Electrical News Footwear in Canada—Canadian Woodworker and Furniture Manufacturer—The Commercial—Western Canada Contractor and Builder—Western Canada Coal Review—Western Lumberman

345-349 West Adelaide Street, Toronto
VANCOUVER—W NN PEG—MONTREAL
Chicago—New York—Boston—London, Eng.

The WESTERN LUMBERMAN published in Vancouver, is recognized by many of the oldest and largest operators of the Pacific Coast as an authentic source of information on the activities throughout the extensive timber operations of the Coast and inland districts of British Columbia.

It is significant that the largest manufacturers of mill equipment and camp supplies are heavy advertisers in the WESTERN LUMBERMAN to reach the lumber manufacturers.

It is also the logical medium to cover the retail trade of the prairies for lumber stocks, ready roofing, cement, paints and oils, and general lines of building supplies.

Every Reader A Possible Buyer

lic to a recognition of its need for a household scale is to be carried on through the medium of the newspaper, the magazine, the billboard or the street car is a matter for later determination. But there can be reasonably no division of opinion as to the profitable business which awaits the scale manufacturer in thousands of Canadian homes if he will but take the trouble to go after it. On his side he will have two of the greatest auxiliaries any advertiser could have: A pronounced public sentiment favoring thrift, brought about by a need for personal as well as public economy, and the editorial policy of the women's magazines which aims to keep its readers informed of improvements in household devices make for a saving of time, labor or money. Since the household scale does all three, its claims on the thrifty housewife are threefold. It is not surprising therefore that editorial advocacy of its more general use should be so persistent and unanimous.

Consult An Agency

Present conditions undoubtedly favor the manufacturer of the household scale; it remains for him to make the most of those conditions. Let him first of all consult a reliable advertising agency and act largely upon its advice. A systematic investigation of the market will furnish him with a groundwork of facts upon which to rest his campaign. Conversations with retailers and housewives will provide material for newspaper, magazine and tradepaper copy. Schemes for attractive window trims, embodying sound sales ideas should be planned in conference with the salesman, while the services of a competent designer, combining artistic skill with an exact knowledge of advertising requirements, should be enlisted for the production of window and counter display cards and the designing of a distinctive and original package. With this preliminary work accomplished the manufacturer should be ready to go after increased business with every reasonable assurance of getting it.

A retail price of nearly five dollars for a household scale may seem high as compared with the cost of the cheaper article; but after all it is on re-

DON'T

The Agency that "jumps" Brantford ignores the richest 50 mile radius in Canada, with a population of 125,000 and served almost exclusively by one newspaper,

THE BRANTFORD EXPOSITOR !

Brantford - A City of Essential Industries

Localize Your Product In These Ontario Towns

HELP your local dealers by advertising in their home town paper. Intensive local advertising which actually stimulates demand among the people who daily visit their stores will build up dealer influence for every manufacturer who uses it.

While convincing the people of the merits of your goods, tell them where in that particular community they are sold. Use your local dealers' names.

Such advertising is relatively inexpensive when the possible volume of business is considered.

Our publishers will co-operate in every possible way to make your advertising profitable.

Try it out in the SELECTED LIST OF ALL HOME PRINT ONTARIO PAPERS listed below.

Information as to circulation and rates of the

SELECTED TOWN WEEKLIES OF ONTARIO

can be obtained from

L. S. GOWE, 105 King St. East, TORONTO, ONT.

Phone Main 3360

Or Any Recognized Advertising Agency.

TRI-WEEKLIES

Oshawa Reformer
Owen Sound Sun-Times

SEMI-WEEKLIES

Smith's Falls Record-News
Sudbury Star
Welland Tribune & Telegraph

WEEKLIES

Acton Free Press
Alexandria News
Almonte Gazette
Amherstburg Echo
Aylmer Express
Barrie Examiner
Bowmanville Statesman (and News)
Brampton Conservator
Carleton Place Central-Canadian
Cayuga Advocate
Cobourg Sentinel-Star
Collingwood Bulletin
Cornwall Freeholder
Dunnville Chronicle
Goderich Star
Grimsby Independent
Forest Free Press
Hanover Post
Kincardine Reporter
Lindsay Watchman-Warder
Midland Free Press
Napanee Beaver
Newmarket Era
North Bay Times
Orangeville Banner
Orillia Packet
Pembroke Standard
Perth Courier
Petrolia Advertiser-Topic
Picton Gazette
Port Colborne Citizen
Renfrew Mercury
St. Marys Journal-Argus
Seaforth Huron Expositor
Simcoe Reformer
Tillsonburg News
Walkerton Telescope
Waterford Star
Wiarton Echo

cord that Big Ben sold for three dollars when the standard or conventional price of an alarm clock was in the neighbourhood of a dollar. If an alarm clock why not a scale? And the analogy is perhaps even closer than we suspect. For an unreliable scale is just as undesirable in the eyes of the public as an unreliable clock. This point doesn't need to be labored; the public can see it. Nevertheless, it has its place, and no small place, in the advertising scheme. When it is considered that out of every family dollar spent, 42½ cents go for food, a further and unanswerable argument for the household scale becomes readily apparent.

Distinct Economic Value

Collected evidence further shows that women who use a household scale would deprive themselves of its economy and convenience only with the greatest reluctance. Even a slight acquaintance with this handy household device serves but to reveal increasingly its distinct economic value. More than one woman to my knowledge has arrived home from a shopping trip to find, upon testing her purchases by the kitchen scales, that they were several ounces short. When short-weighing occurs in the case of the woman who personally superintends her purchases, how much more is it likely to happen to the housewife who orders her supplies by telephone. At this rate it would not take her long to pay for a scale. An argument which the copyman would do well to stress.

But the chief point at issue is this: If it is profitable, and it is, for such firms as the National Cash Register Company and the Toledo Scale Company to use the newspapers and magazines to approach the comparatively restricted field of retail merchants why shouldn't it be equally profitable for the household scale manufacturer to appeal through the same medium to a market many thousands of times as large? Clearly there can be only one answer.

* * *

C. V. Collins, formerly art-superintendent with Saturday Night Press, has severed his connection with that organization and left for England, where he will take charge of business interests of a personal nature.

$7000,000.00

FRUIT CROP

IN THE

OKANAGAN VALLEY

This wonderful Valley, famous for its luscious fruits, is only one of the many equally productive districts in British Columbia—"The California of Canada."

In the Fraser Valley, Buckley Valley, Lillooet and Peace River Districts, Pemberton Meadows and on Vancouver Island, record crops are the rule this year. The thousands of men and women in these districts will be rewarded with a great harvest that will total over $75,000,000.

Census Figures show British Columbia is the Fastest Growing Province

The increase of 83% in population of B.C. is distributed mostly in the rural districts. Since the war, thousands have been attracted to the land in B.C. by the productive soil and wonderful climate that insures bumper crops and big cash returns.

Farm and Home

OPENS THE WAY TO RURAL BRITISH COLUMBIA

The only A.B.C. agricultural publication in B.C. has facts and figures about this mighty market. Its great family of over 125,000 readers want your goods. Think of it!—they have $75,000,000 to spend. Get first-hand information from Statistics Dept., FARM & HOME, 137 Pender St. W., Vancouver, B.C.

TORONTO—F. W. Thompson. 100 King Street, W.

MONTREAL—Frank Calder, 22 St. John Street

NEW YORK—Gilman Nicoll & Ruthman, World Building

CHICAGO—C. W. Wallis. 1243 First National Bank Building

Reader-Ownership

THE ideal Advertising medium would have as its chief characteristic the maximum of pulling power. But how could the maximum be achieved? The most successful way would be to stimulate reader-interest to a point where every reader would automatically become a purchaser of the goods advertised in its columns.

But how is reader-interest of that sort to be stimulated? The answer is to make your readers share your profits and losses.

That is the reason why THE FARMERS' SUN is the outstanding farm paper in Ontario. It has the largest circulation; the lowest rate; and to cap this it has quality circulation through reader-ownership, as THE SUN is actually owned by its readers. That is the secret of why its pulling power is so great.

Ask Your Agency's Advice

The Farmers' Sun

299 Queen Street West
TORONTO

Member A.B.C.

40,000
Guaranteed Circulation
twice-a-week

Fraudulent Marking of Goods Must Cease September 1st.

Statement made in connection with legislation enforcing foreign manufacturers to mark the country of origin on packages entering Canada,

By Capt. Evan J. Edwards
Senior British Trade Commissioner, Montreal

Examples of foreign goods masquarading as British or Canadian are continually being brought to my notice. Some of these deceptions are of no moment, and some are made innocently, such as the Japanese manufacturer who marks his goods with the word "Nippon." Nippon is their native word for Japan, but probably to most people it appears as the registered trade name of a Canadian or British maker.

Other cases of improper marking are intentionally fraudulent, such as the marking of German manufacturers with English names and the names of English cities. I get not a few samples of German manufactures, for instance, with the name "Sheffield" on them as if they came from the celebrated cutlery centre. That is the rankest of fraud, done deliberately to mislead buyers. At one time it was possible to detect the fraud, if one was acquainted with the appearance of German printing, which, even in Roman type, is different to English; but some German printers have secured fonts of English type, so that means of detection goes, and as they have learned the need of using good English translaters it is often not possible to see even from their catalogs where the goods were made.

RIGHTS OF THE PUBLIC

As the Minister of Finance remarked in his Budget speech, the Canadian public has a right to know from whom they are buying and if you go into any store and ask for Canadian or British goods you will quickly find how hard it is to find them. In the ramifications of business goods pass from one merchant to another and finally to the retailer, who cannot possibly tell in many cases where the goods he has on his shelves were made.

When the marking regulations comes into force all goods made abroad will be marked legibly in English or French with the names of country they were made in, and according to the goods different means of marking will be used to prevent chance of injury. Some will be stamped, others branded, while things that canno be so marked will bear labels. When the regulations is in full working order you will be able to tell Canadian goods because they will bear no country origin marking. Imports, on the other hand, will all bear the necessary mark and to ensure that they do so are, I understand, to be examined by Canadian Customs, and without any chance of the mark being altered here after importation.

For a while British and other manufacturers abroad will experience some little confusion, and they will certainly be put to some expense in making arrangements for marking their product, but they recognize in he United Kingdom that it will be very much to their advantage in the long run and are getting ready to comply with the Canadian requirements in this respect. Those who by accident or design neglect to mark their product as laid down will be quickly brought to book by Canadian Customs, who are to hold unmarked goods mark them at the importers expense and levy an extra duty of 10 per cent. on them.

* * *

The Lorraine Chocolate Corporation, a newly organized concern, has purchased the property at 296 Richmond Street West, Toronto, formerly occupied by the Luxfer Prism Co, and will manufacture several lines of cooking and eating chocolates, bars, etc. Harold F. Ritchie is president of the new company; J. W. Palmer, general manager; C. M. Henning, secretary; and Fred Pyne, office manager.

* * *

The Canadian Chicago Bridge and Iron Company, Limited, of Bridgeburg, Ontario, and Montreal, Quebec, has changed its corporate name to Horton Steel Works, Limited, according to an announcement made by C. H. Scheman, general manager of the company. The new name has been selected in honor of the late Horace E. Horton, who founded the organization in the United States in 1865.

* * *

The business of the Edmonton Portland Cement Co. Ltd., has been purchased by Alexander Macdonald, of Winnipeg, and in future will be carried on by a new organization to be known as the Marlboro Cement Company, with head office at Edmonton. Mr. Macdonald is head of the largest grocery business in Canada.

* * *

T. R. Pinner, formerly advertising manager of the Regina Post, has been appointed advertising manager of London Motors Ltd., London, a newly-organized concern manufacturing the London Six automobile.

* * *

G. F. McKim, publisher and proprietor of the Smith's Falls Record News for 35 years, died suddenly on July 14th at his summer home, Rideau Lake.

Can Rates Come Down?

(The Toronto Globe has recently made a very complete and thorough-going analysis of operating costs in order to meet in adequate fashion the enquiries of agencies and advertisers who show a disposition to press for reduction of advertising rates. At "Marketing's" request The Globe has summarized some of its data in the letter printed below. In the next issue we hope to present data from other publishers concerning the question of costs and rates, which promises to be a live issue within the next few months. —(The Editor).

July 22, 1921

Editor Marketing,
Toronto, Ont.
Sir,

Answering your inquiry for data on costs and selling prices of advertising from 1913 onwards, we give the following calculations based on our records:—

Comparing the year 1913 with the first six months of 1921, the cost of production of advertising, per agate line, increased 134%.

Comparing the selling price (minimum display rate) per milline (one agate line in a million copies), the increase between the same periods was 56%.

Comparing the first six months of 1920 with the first six months of 1921, the cost of production, per agate line, has increased 39%

During the first six months of 1920 the minimum general advertising rate was 15 cents; today it is 20 cents an increase of 33 %.

The average circulation of the Globe during the first six months of 1920 was 86,000; the average today is over 100,000, an increase of 16%.

Comparing June, 1920, with June 1921, the increase in circulation earnings was 33 1-3 %. The Globe is securing an adequate part of its revenue from the subscriber.

On March 31st when newsprint dropped from $130 to $110 a ton, The Globe reduced its advertising rate 2 cents a line.

We expect production costs to drop with the new price of newsprint. In order to affect the advertising rate, however the drop necessary in production costs may be surmised from the 39% increase in cost during the last twelve months, coupled with the 16% increase in circulation during the same period, against which there is an increase of only 33 1-3 % in advertising rate.

Yours very truly,
WM. FINDLAY,
Business Manager

* * *

J. W. Lee, Jr. formerly vice president of the George L. Dyer Company, has been appointed president of the well-known advertising agency, succeeding George L. Dyer, deceased.

* * *

Claude C. Hopkins has been appointed president of the Lord & Thomas Agency, Chicago, to succeed A. D. Lasker who now heads the U. S. Shipping Board.

Unbroken Progress

A STEADY, consistent advance in both lineage and circulation, when taken over an extended period, is the surest indication of the progress of any medium.

The dominant position of

The OTTAWA FARM JOURNAL

in the concentrated territory it covers so effectively—the Great Central Dairy Belt of Canada—is shown by the following figures :

CIRCULATION

Average Net Paid for 5 years ending	1900	3,634
,, ,,	1905	6,245
,, ,,	1910	**10,458**
,, ,,	1915	**19,082**
,, ,,	1920	**21,213**
,, 6 months ending June,	1921	**24,577**

Total Lineage

Average Total Lineage per issue 5 years ending	1909	4,218 lines
,, ,, ,, ,,	1914	6,915 ,,
,, ,, ,, ,,	1919	8,032 ,,
,, ,, for year	1920	9,216 ,,

To reach the prosperous farms of Eastern Ontario and Western Quebec THE OTTAWA FARM JOURNAL is, today more than ever, the one indispensable medium.

The Ottawa Farm Journal

(Member A.B.C.)

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

"FINDING
A MARKET IN
SOUTH
WATERLOO"

is the title of an interesting booklet describing the features of the territory and also containing much valuable information to advertisers in general who are seeking business in this district.

If interested write and we will be glad to send you a copy.

Galt Reporter Ltd.

(Member A.B.C.)

GALT, - - ONTARIO

U.S. Representative
GEO. B. DAVID, INC.
New York, U.S.A.

Why not cover Toronto with *Montreal* Papers?

Absurd, naturally, to even consider it seriously.

Yet sometimes an advertiser will feel he can get a showing in the Maritimes in precisely this way.

Advertisers, of course, who are in the know, don't fail to include the Maritimes in their campaigns by using Maritime dailies.

Inexpensive so far as New Brunswick is concerned—the Telegraph-Times-Star combination at 6 cents per line is the reason.

Send for information and A.B.C. Reports.

The Daily Telegraph
AND
Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Orange-Crush Company Establishes Canadian Branch Office

A new corporation, Orange-Crush Company, Limited, with offices in Winnipeg, has taken over and will hereafter conduct all business relating to the well-known carbonated beverages, Ward's Orange-Crush, Lemon-Crush and Lime-Crush, in the Dominion of Canada and Newfoundland.

The parent Orange-Crush Company has its headquarters in the United States at Chicago, with part of its plant and laboratories at Los Angeles. Heretofore, the business has been conducted by the United States company, but with the tremendous growth of the business in Canada, the advantages of having a strictly Canadian company to handle the drinks in this territory became apparent, and the Orange Crush Co. Limited, was formed for that purpose. The parent company will continue to supply the products from the United States, shipping to the Canadian company in carload quantities for redistribution throughout the Dominion.

* * *

The commercial intelligence branch of the Dominion Government, under which the Canadian Trade Commissioners in the various countries are operating, will open offices in India in the near future. Arrangements are now being made for the early opening of offices in Calcutta and Singapore, and through these the merits of Canadian-made goods will be made known, as far as possible, to Indian importers.

* * *

Seven hundred miles of aluminum steel cable has been ordered from the Norther Aluminum Company, Shawnigan Falls, Que., by the Victoria State Electricity Commission, Australia.

* * *

A new company, to be known as The National Slag Products Company, capitalized at $300,000, has been organized to take over the slag from the Steel Company of Canada, Hamilton, from which, by a patent process, tiles and building blocks will be manufactured. Edwin J. Robertson, son of Senator Gideon Robertson, is the president of the new company. Building operations are expected to start at once, at Hamilton.

* * *

The Dominion Oxygen Company, Limited, will break ground in mid-July for a new quarter-of-a-million dollar oxygen plant at Montreal, Que., which will double the company's present capacity. The building will be substantially a duplicate of the company's Toronto plant, which until now has supplied oxygen to Canadian industrial users through five district distributing stations. The Montreal plant will be the second of five producing plants projected at the time the company was organized last year.

* * *

Consolidated Advertising Service are placing copy in Toronto papers for J. J. McLaughlin Ginger Ale.

The
Maritime Farmer

Leads in Maritime Canada

For 26 years The Maritime Farmer has served the farm field of the Maritime Provinces.

¶ It is a straight farm paper —not a political organ.

¶ It has had imitators and competitors — but it has outlived them all.

¶ Just to show how firm a hold The Maritime Farmer has on its field —we may mention that in the past years we bought for farm organizations $750,000 worth of goods.

¶ We paid spot cash for every dollar's worth.

¶ We paid the money to advertiser's using The Maritime Farmer columns. We expect to increase this service next year.

¶ And then — *remember* — The Maritime Farmer is the only farm paper printed in the Maritime Provinces.

¶ It's not talk that counts but action—and advertisers in The Maritime Farmer get action and returns.

¶ The best indication of Maritime Farmer advertising values is that advertisers who have been induced to try something else are getting back to their old love—The Maritime Farmer—for real service.

Circulation, 13,800
Rate, 10 cents per line

The
Maritime Farmer
Sussex, New Brunswick

To Standardise Poster Advertising

Alleging that a great deal of the agitation against outdoor advertising, especially poster advertising, has been provoked by the promiscuous daubing and placarding of barns, sheds, fences, store fronts, old ruins, etc., by circus bill posters who travel in advance of the circuses touring the country, the board of directors of the Poster Advertising Association of the United States and Canada, with representation in over 7,000 cities and towns, has named a committee to confer with the circus interests to the end that some solution of this problem may be reached.

The Poster Advertising Association members post all their bills on steel boards erected and maintained according to a standard prevailing from one end of the country to the other. Pasting of small bills on fences and stables and buildings, etc., is commonly known as "sn p.ng." Circuses, theatres and some advertisers are the principal offenders in this respect against the good taste of those who really admire and enjoy the standard poster and painted signs which go to make up the so-called "public art galleries."

* * *

The Fashion Clothing and Cap Co. Notre Dame Street west, Montreal, is a new firm, manufacturing boys clothing and caps. It makes its bow to the trade in a July trade paper advertisement which apparently has been placed direct.

* * *

One-thousand line advertisements are going out to a selected list of Canadian dailies through the Baker Advertising Agency, Toronto, for Dominion Canners, Limited, Hamilton. The product advertised Thistle Brand Apple Cider, is in the nature of a departure for this company. Evidently there is a desire to turn to good account of the "bone-dry" legislation in Ontario, which became operative on July 18th.

* * *

The British Columbia Traffic and credit asociation, with headquarters at Vernon B. C., has recently been formed for the purpose of looking after the marketing of B. C. fruits and vegetables.

* * *

The Canadian Sanitary Can Company has recently been organized, for the purpose of manufacturing sanitary solderless sealed food or packers' cans, complying with the pure food laws of Canada. The products of the company will be marketed chiefly in Toronto and Ontario.

* * *

Announcement has been made of the opening of a Pacific Coast office at Vancouver by McConnell & Fergusson Ltd. W. H. Carswell, who has been conected with the advertising business in Vancouver for 13 years will take charge of the new office. Before going to the Coast Mr. Carswell had a great deal of experience on newspapers in Toronto and Montreal.

Ask the Retail Merchants in London—

How's Business?

Compare their answers with reports from other centres.

If you are not getting your share of "Good Business" from London and Western Ontario, why not use the retail merchants' business getter—

THE FREE PRESS

* * *

Business is good in London.

***THE FREE PRESS* makes it better.**

Local Merchants Everywhere

use the Local Newspapers exclusively to reach the people with whom they do business. They do not advertise in Toronto or any other outside papers, whose circulation is scattered, a paper here and there, over a wide area.

The Circulation of The
St. Thomas Times - Journal
is concentrated in St. Thomas

and the surrounding shopping area which it covers intensively. It is the intimate Home paper of the people of Elgin County, of which St. Thomas is the geographical, municipal, and business centre, easily reached by auto over the best roads in the province, and by six lines of railways.

236,843

copies of the TIMES-JOURNAL radiate to all parts of this city and district every month, and it is the only daily paper taken by over 90 per cent of the people.

The Times-Journal of St. Thomas,
Limited

Daily Net Circulation over 9,100

H. B. SOMERVILLE
formerly Advertising Manager of The Toronto Sunday World. While with The World Mr. Somerville made a rather unique record, having increased the advertising revenue of that paper from about $75 to more than $5,000 a week. Just at present Mr. Somerville is unattached, but after a well-earned holiday, is about ready to get back into harness again.

Canada's Richest Province per capita.

Like little Belgium—the most densely populated spot in Europe—the smallest province in Canada is also the most thickly settled. Its inhabitants are entirely English-speaking. Over 90% of the people in

PRINCE EDWARD ISLAND

own their own homes. These 18,000 families are the richest people in the Dominion per capita. Almost every one of them reads either

The Charlottetown **Guardian**

OR THE

Examiner

the two mediums through which national advertisers can completely penetrate this prosperous field

The 1921 Edition of LYDIATT'S BOOK contains 416 pages of up-to-date marketing data concerning the Canadian field.

Canadian Shoe Industry Urged To Publish Facts

The National Shoe Retailers Association of Canada, acting in concert with the National Shoe and Leather Travellers Association of Canada, held their third annual convention at the King Edward Hotel, Toronto, on July 13 and 14, with an attendance of from five hundred to six hundred members present from all parts of the Dominion. Speakers from Canada and the United States addressed the gathering on subjects pertinent to local and national trade conditions.

During his address, in which he pleaded for closer sympathy and co-operation among the manufacturers, wholesalers and retailers, S. Roy Weaver speaking for the shoe manufacturers association, took occasion to refer to the charges of profiteering which had been levelled at the shoe industry by the general public. He asserted that such criticism arose from a want of exact knowledge relative to actual conditions in the trade, and that the false opinions which were disseminated as a result could only be corrected by educational work on the part of the retailer as the point of contact with the public. All of which is very sound and plausible; but why it may be reasonably asked, place on the shoulders of the dealer a burden which at any rate should be shared if not entirely assumed by the manufacturers themselves?

It would seem that the proper and most enlightened way out of the difficulty would be for the manufacturing shoe firms collectively to undertake through display advertising in the press to instruct the consumer as to what constitutes a fair price for a pair of shoes and just why shoe prices are as they are. That the retail prices of shoes have not been reduced in proportion to the charges paid by the consumer for other commodities, is common knowledge; but the causes underlying what seems to be to the public, at any rate, the tardy descent of shoe costs have as yet to be made generally known. It is the unacountable reticence of the manfacturers on this vital point that is working them much harm and incidentally holding up business in the whole industry. Any heavy resumption of buying on the part of the public can hardly be looked for so long as there exists that feeling of suspicion and distrust engendered by the seeming unwillingness of the shoemen to take the consumer into their confidence. It is the experience of big corporations, anxious to win or conserve public confidence and good will, that no better medium can be found to this end than frank and intelligent publicity. If the Canadian shoe industry really wishes to disarm hostility, and make clear its position, it will turn on the light.

* * *

Audit Bureau in Great Britain Organized by Agents

In response to a recent enquiry the manager of the Net Sales Department of the London Daily Mail, which commenced the agitation for net sales certificates in the United Kingdom, informs "Marketing" that the Association of British Advertising Agents has inaugurated a Net Sales Audit Bureau. Other advertising bodies and important trade organizations are pressing the project vigorously.

* * *

Announcement is made of the succession of Smith, Sturgis & Moore, Inc., to Collin Armstrong, Inc., advertising agents, 1463 Broadway, New York, with branche offices in Toronto, Montreal, Paris and London.

* * *

A thirty-page survey of the Border Cities, Ford, Walkerville, Windsor, Sandwich and Ojibway, has just been issued by the Border Cities Star, Windsor. The booklet is an excellent presentation of the facts concerning this thriving district.

* * *

"Scientific Agriculture," official organ of the Canadian Society of Technical Agriculturists, has been acquired by the Society from its former proprietors, Industrial and Educational Publishing Co., Ltd., and in future will be published under the direction of the General Secretary, Fred H. Grindley, at Gardenvale, P. Q. The September issue will be the first to appear under the new ownership.

* * *

Miss K. L. Hansler, of The Advertising Service Co., Ltd., is spending the summer at Sarnia in personal charge of the advertising of the Northern Navigation Company.

* * *

Harry Bartholomew, manager of the Montreal office of Grip Limited, was recently married to Miss Sadie Hines of Toronto.

* * *

Mark Hodgman, formerly connected with the Toronto office of R. G. Dun, Ltd., has joined the advertising staff of Toronto Saturday Night.

* * *

N. J. Cunniff, manager of the Toronto office of H. K. McCann Company, recently married Miss Laura Reid, of Toronto, and is now at Banff on his wedding trip.

* * *

The Toronto World, now published by the Mail and Empire, has changed its price per copy to 10c.

Improvement in Package Helps Hold Market

A small alteration in the design of the double package of Players' Cigarettes indicates the extent to which some manufacturers seize upon every opportunity to improve their product and their package, achieving thereby a tremendous amount of good-will by a trifle. Double packages, containing 20 cigarettes, became extremely popular among Canadian soldiers owing to the habit of buying two packages at a time in the canteens. At that time the government waived the inland revenue tax and two packets could be bought for 15c.

The double package has held its own, and quite recently the Imperial Tobacco Company has made a trifling change which shows how closely they watch the convenience of their customers. The alteration simply consists in the scoring of the pasteboard flaps, so that when half of the cigarettes are consumed the flap may be turned in to hold the remaining ones in place. The improvement is designed to prevent crushing in the pocket and also to obviate the cigarettes rattling about in the package and loosening the tobacco at the ends.

* * *

Two At A Time

An intelligently planned, consistently executed, and nationally conducted advertising campaign to "sell" the public on the idea of buying two or more pairs of shoes at a time, was an idea advanced in an address before the monthly meeting of the Retail Shoe Dealers' Association of New York, recently.

It was said that no attempt had ever been made to sell the two-pair idea to the public on a big scale, but that it could be done successfully. The two-pair argument has, of-course been expounded for many years by individual salespersons in individual stores with a varying degree of success.

* * *

E. T. Scammell, representing the British Empire Producers' Organization, has recently opened permanent headquarters at 16 Bloor Street East, Toronto. The object of the organization is to promote the industrial interests of the Empire, and Mr. Scammell is commencing his work here by securing the attendance of representatives of the various Provincial Departments of Agriculture at an Imperial Conference to be held in London very shortly.

* * *

"Dust Your Potatoes With the 'Perfect Hand Duster,'" reads a small advertisement of the Perfect Spray and Dusters, Limited, Mahone Bay, N.S. The manufacturers say, "Use the dampness of the dew and Rain to mix the Bordeau on the leaf and cut out all the mess and labor with water". Apparently a new idea in spraying.

PICK AND CHOOSE

The *successful* advertisers know that Quebec picks and chooses via the Telegraph. If you want to be chosen, you'll use

The Telegraph

ALWAYS!

JOB PRINTING

We are now in a position to accept orders for a moderate quantity of job printing.

"The strike is over" as far as we are concerned—all departments running to capacity.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL 51 Wellington W., TORONTO

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

FACTS ABOUT

OWEN SOUND

Owen Sound is the Business Centre of the Georgian Bay District.
Has large Steel and Iron, Furniture and Woodworking Industries, and a wide range of factories in other lines.
A prosperous city that is almost unaffected by the business depression.

"The Sun-Times"

Enters practically every home in the City and surrounding territory. Sworn average circulation for last year was 6,133 copies. "The Sun-Times" is published "Every-Other-Day" — Tuesday, Thursday and Saturday.

Kingston's

Live-Wire

Aggresive Daily—

The British Whig

Its actual A.B.C. circulation nearly 1,000 in excess of the claimed circulation of next Kingston paper.

Subscribe for

THE MAILBAG

A Journal of Direct-Mail Advertising

Edited by Tim Thrift, it is the recognized Text-book on this important phase of advertising.

Let the Brains and Experience of Experts Help Solve Your Direct-Mail Problems

The Mailbag isn't made by one man. It couldn't be and be what it is—a symposium of the best thought on the subject. It is really edited by many men, in many lines, who have solved problems like your own.

Send $2.00 for a year's subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.

1200F W. 9th St.

CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2.00 per year, but please include 30c. exchange. Thank you.

Schools of Typography Started In Toronto and Montreal

Hopes of an early settlement of the Montreal printers' strike are slender, according to masters and men, both sides being prepared to fight to a finish. The demand is for 44 hours a week and $40, but it was stated recently by a union official that on the money question they are prepared to negotiate; but on no account would they discuss the hours of labor, which must come down.

Tht master printers claim thev are fighting for an open shop, are willing to meet the men individually, but not as a union, and refuse to enter any negotiations with the Typographical Union. In normal times there are about four to five hundred compostitors employed in Montreal, and at the time of writing about 170 men are at work. At the Gazette Publishing Company's office, one of the largest jobbing concerns in Montreal, only four men are working, and conditions are similar throughout the trade.

Strike pay of $22 for married and $17 for single men is now being paid by the union, which says these rates are actually higher than men were earning, on account of trade slackness. It is also claimed the union has ample funds. Its strike committee is headed by W. Black, president, with C. W. Lawson and John Redmond, other officials, and offices at 335 Lagauthetiere street east, Montreal.

W. W. Southam, of Southam Press, Limited. controls the labor committee of the employing printers, and when interviewed by Marketing's Montreal representative he declared there was no statement to be published beyond what was being declared day by day in their strike advertisements. Forty-five shops are affected, and already about 170 men are at work.

DELAY PRINTING ORDERS

The employing printers of Montreal are making every effort to get their plants running, it is said, and stand firm in their effort to combat the 44 hour week. They ask the support of the public in their resolution to resist the arbitrary demands of the International Union for more wages and shorter hours. Some of the larger customers, and probably many others, are doing what they can to see the masters through with success, by delaying their printing orders, so that while trade had been dull before the strike, now it is dead.

The latest move of the master printers is the setting up of a school of typography as an emergency measure and also as a safeguard against future trouble. T. A. Todd, secretary of the Graphic Art Section of the Canadian Manufacturers' Association, states that the equipment and premises are available, and it will only be a matter of days before activities will commence.

Plans for the printers' school which the Labor Committee of the Toronto Typothetae and Toronto members of the Canadian National Newspapers and Periodicals Association has been developing are also well under way.

The school is being opened on the assumption that there is no settlement possible of the compositors' strike.

A flat, with accommodation for 30 students at one time, has been leased, and monotype equipment, including five keyboards and four casters, with matrices, molds and other equipment, has been ordered from Philadelphia, and is now on its way to Toronto. Five linotype machines have also been ordered and will be installed immediately; type, cabinets, racks and galleys are being assembled, and it is expected that the the school will be in full swing by August 1st.

MANY APPLICANTS

It is planned to divide the students into five classes under competent teachers, in montoype keyboard, monotype caster, linotype and hand composition.

"We have received many applications from men and women who are anxious to learn the printing trade, but, at present, will confine the classes to those coming from plants of the Toronto Typothetae as publishers co-operating with it," states W. A. Sutherland, secretary of the Typothetae.

"Our intention is to have the students spend one-half of their time in the school and the other half in shops of the Typothetae. Consequently 60 students will be passing through the school all the time."

The cost for each course, Mr. Sutherland states, will be $50, which will be paid by the employer or student, and the school will be self-sustaining if it is kept supplied with its full quota of studtnts.

The initial cost of the venture, he states, will be borne by an assessment upon the membership of the Typothetae and co-operating publishers.

REPLY TO FREEL

The Toronto master printers have issued a pointed reply to the charges made by President James J. Freel, of the International Stereotypers and Electroypers' Union, who, during a recent visit to Toronto, claimed that the men had been promised the 44 hour week as far back as 1919.

The master printers reply that the United Typothetae of America, at its conventions in 1919 and 1920, went on record condemning the action of certain of its membership in connection with the 44-hour week.

The Typothetae states emphatically that the organization was not bound as a whole by the action of a small minority of its members acting as a closed shop division. "As far as

we know," the statement reads, "there is no breach of faith. The closed shops voting for the 44-hour week granted the same on May 1. The non-union, open shops and balance of the closed shops, to the number of about 1,000, refused to grant the 44-hour week, for, as stated above, they were neither consulted nor represented. As far as we can learn only 1 per cent. of the printing plants of the United States have granted the 44-hour week. The remainder never did promise or agree to the 44-hour week and are operating their plants on a 48-hour week."

A Young, Energetic

Sales and Advertising Manager

can be secured by a progressive Canadian concern.

He is 29 years old and is at present directing the entire Sales and Advertising of a three million dollar concern in Canada—the largest organisation of its kind manufacturing a nationally known and advertised article.
His record with present Company has earned him the enviable reputation for getting things done successfully. Has highest endorsement of present employers.
Prefers to work in Canada where his knowledge of marketing conditions there can be best utilized.
Should you be interested, address

Sales Manager, A. McKIM, Limited, Advertising Agency, Montreal, Que.

Do You Know—

The Selling Force of Advertising was never more necessary than now? But one advertisement cannot be expected to give full information and all the ideas or results. You need only spend a small percentage of your sales to get it working for you. Suggestions will be given, if requested.

FREDERICK M. HAHN
General Advertising Service
79 Adelaide Street East, Toronto
Telephone Hillcrest 2074W.

ADVERTISING MANAGER
Open for Position

Experienced in copy writing, layouts, and general advertising. Several years' experience in Catalogue and direct by mail campaigns. Anxious to connect with firm where hard work and results are appreciated. Nominal salary.

Box 17 Marketing

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

You Can't Row a Boat with One Oar

An unbalanced advertising campaign, like a one-oar boat, never gets anywhere.

Sound copy must be balanced by scientific space selection. Mediums deserve as much attention as merchandising.

To buy space scientifically circulation must be *analyzed*—not merely counted.

Do you ask of a publication not only "How much?" but also "How did you get it?" and "Where does it go?" If you fail in these particulars you are trying to make an advertising campaign go with only one oar.

The answers to these questions can be obtained by studying the A. B. C. reports. To read the circulation figures only is not enough, even though they are verified by the A. B. C. audit. This is but the beginning.

Use your A.B.C. reports *to the full.* Then you buy space scientifically and know your message will reach its destination.

Be sure to get your copy of "Scientific Space Selection," the new A.B.C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, Two dollars and a half.*

Audit Bureau of Circulations

202 South State Street Chicago • 347 Fifth Avenue New York

FILLING *the* WANTS *of* WESTERN CANADA

ALMOST every reader of the WINNIPEG FREE PRESS is an advertiser in its want columns. The immense volume of classified advertising proves this beyond a doubt. Also it is the surest index of reader-responsiveness. Readers who know the value of advertising by personal experience naturally form an audience which immediately responds to the appeal of other advertising.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:

Edgar J. Guy, 302 Royal Bank Building · · · Toronto
E.L.McArthur, 224 St. James Street · · · Montreal

To Advertising Agents
and
To Advertisers

There has been a remarkable change in the circulation of the Halifax morning newspapers.

The publisher's report to the A.B.C. for the six months ending March 31st, shows this clearly.

THE HALIFAX HERALD

leads all the competitors in the morning field by

SEVERAL THOUSAND COPIES A DAY.

The Evening Mail dominates the Evening Paper field.

If you would advertise efficiently and economically in the prosperous Province of Nova Scotia, see to it that a full schedule of your "copy" goes to

The Halifax Herald
and
The Evening Mail

Volume XV.
Number 16

TORONTO AUGUST 15th, 1921

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by W.A.Lydiatt

Financial Advertising

1899
1921
Investment
Leade
Making it easy for the small Investor
¶ As a simple method of bringing good securities within the reach of even the small Investor, and as a means of defeating the get-rich-quick promotion evil, we recommend
THE PARTIAL PAYMENT PLAN
¶ Many people are led astray in the pathway of small speculation because they think they have not enough money to put into the broad highway of sound investment.
¶ The highest grade Stocks and Bonds secured by the biggest financial and industrial institutions in the British Empire are within your reach by the instalment method of payment.
Ask us for explanatory circular "A-17."
Bryant, Isard & Co
84-90 St. Francois Xavier St.
Uptown Branch Office—153 Peel St.
Montreal
Head Division—Phone Main 4961
Toronto—C.P.R. Building
Private Wires—Unexcelled Service

BRYANT, ISARD & CO., of Montreal and Toronto, believe that a great deal of the success which has attended their advertising efforts, is due to the friendly, get-together style which characterizes the "copy."

They aim to encourage thrift through investment. They try to make the small investor feel that his business is their special care—and it is.

This is one of our newer accounts; the advertisements appear in a selected list of publications in the United States and Canada.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

The House that was Built in a Bog

The surface looked good, but the weight of the finished house broke through the surface.

The builder, in his haste, did not dig deep enough to learn what was underneath.

Advertising is built upon circulation. The surface—the total net paid—may look good.

The final test comes when an elaborate advertising campaign is constructed upon it. Beautiful art work and admirable copy will not save it then if the circulation is not suited to the campaign.

Test first! Dig far enough to find out. Dig far enough into the A. B. C. report to get the facts.

The A. B. C. is supreme in the realm of circulation facts, but merely to identify a publisher as a member of the A. B. C. is not enough. To ask for an A. B. C. report is not enough. To read the circulation figures on the first page of that report is not enough.

Study and apply *all* the data in the A. B. C. report and you will be sure before you build!

Today, more must be expected of advertising dollars. Scientific space selection is the way to assure yourself of more results.

Audit Bureau of Circulations

202 South State Street Chicago • 347 Fifth Avenue New York

Here Are The Readers

With Money To Spend

In "good times" or in "bad times," advertisers who have goods to sell will invariably get best results by making their sales appeal through those mediums whose readers have money to spend.

From the character of the magazine the appeal of "MACLEAN'S" is chiefly to the substantial class of people in every community right across Canada—the people who are least likely to be affected by unemployment or by other adverse conditions brought about by the temporary slackening-up of industry.

If "hard times" are upon us, the subscribers to a magazine like "MACLEAN'S" represent the classes whose buying power is least likely to be impaired. These are the people who constitute an advertiser's best prospects under conditions as they exist right now.

During the past three or four years many advertisers have been using large space in big city newspapers to reach mechanics and labourers who have been receiving high wages. But this class of trade is a mighty uncertain proposition today, and the advertiser who wants to place his money where it has a chance of bringing him worth-while results will do well to concentrate his advertising effort in the quality mediums whose readers represent the substantial classes in each community. These are the people who will be worth-while buyers right now, and for some time to come.

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

is distributed through 2,883 Canadian post offices ; it gives the advertiser a covering of the most substantial families in practically every town and every community right across the Dominion. It carries his message to the people who are in a position today to respond to his invitation to buy.

MACLEAN'S offers circulation, plus prestige, plus buying power. It provides effective, profitable advertising at economical cost. It is the first publication to use, and the broad base upon which to build a successful campaign in Canada.

Rates, A.B.C. data and Sample Copies on request.

THE MACLEAN PUBLISHING COMPANY, Limited, 143 University Ave, Toronto, Ont.

Branch Offices in Canada—Montreal, Winnipeg, Vancouver. *Great Britain*—88 Fleet Street E.C., London.

Branch Offices in U.S.A.—

NEW YORK—1606 St. James Bldg., 1133 Broadway. BOSTON—734 Old South Bldg.

CHICAGO—405 Transportation Bldg., 608 So. Dearborn St.

Old Fashioned Ideas

and Customs are picturesque, but not always useful.

THE CITIZEN is a newspaper which keeps continually abreast of the times. It is not content with merely working along the old-fashioned idea of providing just white space and waiting for the client to buy it but it supplements that white space with real selling effort.

It co-operates with the maker and the merchant in their efforts to reach the consumer by providing a real intelligent service. Some of the items of this service are these—

It publishes every month The Citizen Retailer, a newspaper which is distributed free to all the merchants in its territory, giving up-to-date news on merchandising and markets, advertising and selling plans. It gives the merchant many useful hints in the handling of advertised goods, which is of untold value to the maker.

It also issues once in a while a Merchants' Sales Aid Bulletin showing advertising that is actually running or to be run in its columns.

It conducts market investigations on any particular kind of merchandize on request, thus giving valuable data to aid in spending advertising appropriations so that they will produce the maximum results in The Citizen territory.

Remember that The Citizen circulation in Ottawa covers daily over 21,000 homes. It also gives an extra circulation of 8,000 copies sent daily to outside points.

To get the maximum of results at the minimum of expense in the Ottawa territory —you must use The Citizen. Bear this in mind when placing contracts for Ottawa territory.

The Citizen

OTTAWA'S FOREMOST NEWSPAPER

Circulation
Total 29,903
City 21,138

OTTAWA
Canada's Capital City

MORNING
EVENING
Members A.B.C.

CULTIVATE

Canada's Richest Area

BABSON, the eminent American economist, in his July forecast of sales conditions, picks out the three Canadian Prairie Provinces, with a portion of Quebec, as offering the best sales opportunities in Canada during the next three or four months.

Last week's general rains, which assured a good harvest, turned Babson's forecast into a certainty, which should rivet the attention of Eastern manufacturers and merchants upon the splendid market conditions now assured them in SASKATCHEWAN.

Statistics for the month of May show that purchases made in *Regina* exceeded the combined purchases made in all other Saskatchewan cities, justifying the claim of Regina as being Saskatchewan's most important trading centre.

TO REACH THIS GREAT AND PROFITABLE MARKET
National Advertisers should not fail to make use of

Saskatchewan's Two Foremost Newspapers :—

The Morning Leader and

The Regina Daily Post (Evening) Regina, Sask.

Full particulars as to rates, circulation, etc., may be obtained from any recognized Advertising Agency, or

E. L. McARTHUR
224 St. James Street, Montreal

E. J. GUY,
Royal Bank Building, Toronto

Good Crops in Western Canada

Harvesting reports from the Western Provinces of Canada indicate an abundant yield of the principal cereals.

This fall the bank accounts of Canada's Western farmers will grow by hundreds of millions of dollars. After harvest they will commence disbursing. New machinery and equipment must be bought, the construction of barns, silos and houses commenced, children outfitted and sent to school, furniture and household supplies purchased.

During the fall and winter many millions will be spent by the readers of the WESTERN Family Herald and Weekly Star. This Western farm paper has a large and influential circulation in every county of Manitoba, Saskatchewan, Alberta and British Columbia—the four great provinces which make up Canada's Western Trading Division.

Whether used separately to cover the Western Canadian rural market, or linked with the Eastern Edition in a national campaign, the WESTERN Family Herald and Weekly Star occupies an exceptionally strong and useful position among the farm papers of Canada.

The circulation of the Family Herald and Weekly Star exceeds 150,000 each issue, and is sold either nationally or sectionally to suit the special requirements of the advertiser. Entire Dominion of Canada edition, 50 cents per line. Either Eastern Canada or Western Canada Division, 30 cents per line.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

MONTREAL, *Established 1870* **CANADA**

BRANCH OFFICES

New York Representative
DAN. A. CARROLL
150 Nassau Street

Toronto Representative
M. W. McGILLIVRAY
182 Bay Street

Chicago Representative
J. E. LUTZ
First National Bank Bldg.

London, Eng., Representative: M. A. JAMIESON, 17 Cockspur Street, S.W.I.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XV, No. 16 TORONTO, CANADA AUGUST 15th, 1921

ADVERTISERS DEMANDING LOWER RATES; PUBLISHERS SAY—"IMPOSSIBLE!"

Circular to newspaper publishers from Association of Canadian Advertisers elicits flood of data concerning existing ratio of rates to costs in publishing industry. Analysis made by "Marketing" shows percentages of increases in 1921 rates per milline over 1915 for various classes of Canadian publications.

Toronto, Ont.,
July 14th, 1921.

To Advertising Managers
of Canadian Daily Newspapers:

Gentlemen:—

How are we to get back to really normal times?

Would you advise the national advertisers of Canada to curtail their consumer advertising?

Various views have been expressed, but the A.C.A. would like the opinion of newspaper advertising managers on this subject of readjustment of business. Or does newspaper editorial comment represent the views of the business office?

If the latter is the case, then you will agree:

(1) That overproduction in 1920 found most manufacturers with too heavy inventories at the beginning of this year.

(2) That the ultimate consumer has not been in a position to buy for nearly a year now.

(3) That those who could buy held off for decreased prices.

(4) And that the only recourse the manufacturer and merchant had was to reduce prices to as near pre-war levels as possible.

Those manufacturers and merchants who today are "getting back to normal" are certainly those who have (1) reduced inventories, and (2) "taken their losses." For instance, let us think of the problem in terms of a steel product. The manufacturer had a large stock of finished articles when the depression came, he had a large stock of raw material purchased at the peak, he had future commitments. To reduce prices meant to stand a loss. Yet that is what most manufacturers are doing today. And merchants are doing the same thing. Eventually they will come out all right; at all events, their action has met with general approval, *that of newspapers included.*

In "taking their losses" manufacturers expect those from whom they buy to do likewise.

So far there seems to be one outstanding exception to the rule, for while manufacturer and merchant have reduced prices, no effort to bring back normal conditions has been offered by the newspaper *business office.*

We are asking you frankly, therefore, whether you do not think that a start should be made by your paper in falling in line with Canadian industry and business, by a reduction in advertising rates.

As a matter of fact, the A.C.A. has been looking for an announcement to this effect for some time. The expectation is growing among advertisers to such an extent that this open letter has been decided upon in the hope that the reductions will not be deferred much longer.

Of course, the newspapers can take the position that they have a right to keep up rates regardless of losses in every other line of industry—that is their right—but if such is the case, the advertisers are entitled to such a declaration. We hope, however, that the newspapers will join those who have decided to "take their losses" in order to re-establish business and complete the reconstruction period that much sooner.

Yours very truly,

Claud Sanagan,

Chairman Circulation
and Rates Committee.

THE circular letter re-printed here has been sent by the Association of Canadian Advertisers to every daily newspaper in Canada, and to the headquarters of the associated farm papers and magazines. Obviously it has been prompted by the very natural prevailing disposition to look for lower prices in every line of industry.

Most manufacturers have reduced their prices and absorbed heavy losses in the hope of stimulating the sluggish market. The consumer, however, still holds off; and many manufacturers, who have found their policy of retrenchment of no avail, are again turning their thoughts to advertising as a safe and sure means of speeding up demand.

Some of them are not very hopeful of results. A few regard themselves as near-martyrs in having come to a decision to spend any money under present conditions. Almost all of them, having become accustomed to a downward trend in the raw materials market, react unpleasantly when they find that advertising is going to cost them at least as much, if not more, than it did a year ago. Most of them feel that the publishing industry is an "outstanding exception" inasmuch as it is operating on the same price level as 1920.

Publishers, in replying to Mr. Sanagan's letter, are frank to admit that their industry *is* an exception. They claim that the publishing business has been and still is subject to conditions that are not common to most lines of industry. Naturally, their replies chiefly deal with individual circumstances, affecting only their own properties, and the facts and figures vary a great deal for different publications. Many of them have gone into the question of costs and rates pretty exhaustively, and from the statements which have been forwarded to MARKETING, by representative publications, the

claims of the publishers may be briefly outlined under the following heads:

NOT ORGANIZED FOR PROFIT

(a) Unlike most businesses the majority of newspapers, prior to the war, were not definitely organized as profit making institutions. A great many of them were supported by personal or political funds. Few of them looked upon advertising space in their columns as a tangible commodity or service which must be sold at a profit in order that the paper should continue its existence. Consequently, when faced with a bigger annual deficit or a lesser margin of profit than usual during the first two or three years of rising costs, the publisher's first thought was to curtail expences, rather than increase rates. Staffs were reduced, expensive features curtailed, exchanges and subscriptions long in arrears were lopped off. These economies were sufficient for time to enable papers to struggle along, figuring that during the throes of the war they could not expect to show profits, but would do well to keep their heads above water.

MILLINE RATE AFFECTED

(b) Really drastic increases in costs did not hit the publishing industry until near the close of 1916. By that time the publishers had seen the prices of most commodities increased by leaps and bounds. There was a very general feeling, which gave rise to the cry of profiteering", that many prices were artificially advanced on the much-ridiculed ground that "everything had gone up since the war". The realization that advertising space was something tangible which the publisher had to sell, and which he must sell at a profit or go out of business, was naturally encouraged by the experience of finding everything that entered into the production of newspapers increasing in price as the months went by. Not until then—not until publishers were forced by circumstances to disregard the relation between rate advances and circulation increases—did there come into effect any changes which materially effected the rate per milline of the majority of Canadian mediums.

UNABLE TO KEEP PACE

(c) By the time publishers had realized that rates must go up, as prices had gone up in other lines, without reference to the actual value of the commodity or service furnished, they were confronted with the difficulty of keeping pace with rising costs, which especially in the case of newsprint, were soaring beyond all expectation. Unlike most manufacturers who could set a new price for their product over-night, the producers of advertising space were unable to increase rates without due notice, owing to the practice of accepting advertising contracts for a period of twelve months. Rates based on existing costs in 1917 could not be made generally effective until 1918. Fresh advances, caused by further cost increases in 1918, scarcely helped the revenue of newspapers until 1919. Thus, the publisher was almost always a year behind other manufacturers in getting a fair price for his product, and was actually "taking his losses" when the majority of manufacturers were taking their highest profits.

VOLUME SAVED SITUATION

(d) Only the abnormal volume of advertising carried during 1918, 1919 and 1920 enabled the stronger newspapers to survive.

It is interesting to note how many of them did not survive: Of dailies under 5,000 circulation seventeen succumbed or were absorbed, from 1915 to date. During the same period one newspaper in the class between 5,000 and 10,000 suspended; six seccumbed in the 10,000 to 20,000 class two were absorbed in the 20,000 to 50,000 class; and three in the 50,000 to 150,000 class. A large volume of advertising tends to decrease the cost of manufacture per agate line, and this circumstance tended to offset the long-deferred adjustment of rates to existing costs.

GETTING FULL EFFECT NOW

(e) The last general rate increase announced by Canadian newspapers was based on the jump in price of newsprint from $80 to $100 which became effective with most papers in July, 1920. This was the most drastic increase up to that time, and in many cases was coupled with a simultaneous advance in wage schedules. Only within the last few weeks have publishers been getting the full effect of this rate increase, although the effect upon publishing costs has been constant for over 12 months.

ABSORBED HEAVY LOSSES

(f) The biggest advance in newsprint, from $100 to $130 per ton, announced for the first three months of 1921, has scarcely been reflected in Canadian newspaper rates. Publishers hesitated to make fresh advances owing to the uncertainty of the market; and in the hope that the price for the second quarter would show an appreciable drop the majority of them absorbed a heavy loss, which was accentuated by the sudden curtailing or cutting off of many advertising schedules.

DROP IN NEWSPRINT PRICE

(g) The drop in newsprint cost for the second quarter of this year, which publishers believe has prompted the demand for decreased rates, has brought the price per ton of newsprint back only to the level which forced the last general increase in advertising rates. In other words, until newsprint drops still lower the revision of existing rates can scarcely be expected of an industry which has suffered severe losses during the first three months of the year, and has only reaped the full effect of rates based on the existing price of newsprint for a month and a half at the most.

AN OUTSTANDING EXCEPTION

(h) The publishers believe that the circumstances summarized in the foregoing paragraphs do actually make their industry the "one outstanding exception" suggested in the A. C. A. letter. They believe the manufacturers take a legitimate stand when in taking their losses now they "expect those from whom they buy to do likewise"; but they submit their own case to be an exception in that they were "taking losses" when everybody else was taking profits.

They further submit that their case is exceptional in that while they must wait a year for the full effect of rate increases on revenue, rate reductions must be made effective immediately and regardless of existing contracts. They claim they are not maintaining high rates in order to recoup themselves for past losses; but that *existing rates were fixed to cover a scale of costs which has not so far decreased.*

WILL IMPROVE PAPERS

(i) The majority of publishers voice the opinion that the ends of the advertiser can best be served by building up better Canadian publications from the reader standpoint, which was next to impossible at the rates prevailing before the war. They point out that rates for all classes of publications are higher in the United States than in Canada, which accounts, to some extent, for their superior appearance and contents; and they pledge themselves that any slight saving due to possible decreases in costs will immediately be applied to the improvement of their properties, while very marked declines in cost will be reflected in reduced advertising rates as soon as they occur.

The claims of the publishers summarized in the preceding paragraphs present a case for Canadian publications which will doubtless receive earnest consideration by the manufacturers of the country.

Advertisers' Viewpoint

The point of view of the adver-tiser, on the other hand, has perhaps been best expressed by Roger W. Babson, head of the internationally known statistical organization of that name, whose August 2nd report contains a message headed "A Cut in Advertising Rates" which reads, in part, as follows:

"Advertising rates are at their peak. Publishers are subject to the same law of demand and supply as manufacturers and merchants. Moreover, in forecasting a decline in advertising rates we have not in mind merely the flat rates based upon circulation. We mean that the rates per 10,000 circulation will be cut....As price reductions stimulated the automobile industry—and as further price reductions will stimulate it again when necessary—so reduced advertising rates will stimulate the publishers' business.

"It is a great mistake to consider advertising as an *index* of business, as one would consider bank clearings, railroad earnings or foreign trade. Advertising is far more,—it is the *creator* of business Where railroad earnings may be compared to the thermometer which registers the heat, advertising may be compared to the sun which creates the heat. Therefore, when any group of men hold advertising rates at abnormally high figures, they are shutting off the life hreath of business.

"This means that our publishers have a duty and a responsihility far greater than the ordinary business man. Publishers must consider others besides themselves.

"They today control great means of restoring prosperity. There is no lack of raw materials today; there is no lack of labor today: but there is a great lack of markets. The publishers of our nation—the only ones who can find and create this market—have their hand on the nation's windpipe and as yet are unwilling to let go!

"Yes—perhaps reduced rates would to some publishers mean a loss for a few months, but only for a few months. The ultimate success of every publisher is bound up in the country's welfare. Let them create prosperity for others and they themselves will he the first to prosper. Hence, the reduction of advertising rates today would not only help the nation's

business, but would soon react greatly to the benefit of the publishers. Then, when good times come again, let the publishers put up their rates—the higher the better for the country in times of reckless booms. But we can't start an automobile on high. We must start on low, then pull into second and then to high."

It must be remembered, of course, that Mr. Babson is speaking of conditions in the United States, where rates are considerably higher than in Canada, as can be seen from the following tabulation:

	Rate per Milline	
	Canada	U.S.
Dailies, under 5,000	$5.85	$8.15
Dailies, 5,000 to 10,000	4.26	4.98
Dailies, 10,000 to 20,000	3.59	3.28
Dailies, 20,000 to 50,000	2.59	2.79
Dailies, 50,000 to 150,000	1.83	2.24

To enable readers to obtain at a glance an idea of what increases have been put into effect in Canada since 1915, a further comparative table has been compiled and accompanies this article. It shows the percentage of increase in the rate per milline in 1921 over the milline rate in 1915.

It will be remarked, as far as the newspapers are concerned, that the dailies in the 50,000 to 150,000 circulation class show the highest percentage of increase, an advance of 96 per cent. This, of course, is to expected, since it is precisely these largest papers which have been most affected by the price of newsprint, now approximately 170 per cent. higher than in 1915. Newsprint did soar to a peak during the first three months of this year when the price was 260% higher than the 1915 price for the majority of papers.

The next largest increase is recorded for the Farm Papers, and in this connection it should be pointed out that the total Milline rate shown included all agricultural publications, many of them issued in conjunction with daily newspapers.

Weak Papers Affect Total

It is only fair to add that most of the stronger papers in any one of the three classes tabulated show much smaller individual increases in their rate per Milline than would be expected from the figures given. One western farm journal, for instance, owing to large circulation gains, shows absolutely no increase in its rate per Milline. Its rate per agate line has increased more than 300 per cent since 1915, but its rate per Milline is actually .4% lower in 1921 than it was in 1915.

The weaker papers in each class, which have shown little, if any, gains in circulation, serve to send up the percentage of increase; but the figures presented are valuable in that they give a comprehensive survey of the entire field of Canadian publications.

Individual papers have furnished the A. of C.A. with a great deal of detailed information which will serve to indicate that many of them have kept their rate per Milline considerably below the total Milline rate for all the papers in their class.

One magazine, for instance, has submitted the following interesting tabulation:

Increase In Costs, 1914-1921

Paper	142%
Printing	84%
Engraving	250%
Postage	200%
Freight	40%
Salaries	40%
Travelling Expense	80%
Milline Rate	43%

A western farm paper has submitted a similar tabulation as follows:

Increase In Costs, 1914-1921

Paper	100%
Printing	110%
Engraving	105%
Postage	200%
Salaries	250%
Rent	400%
Milline rate	45%

A great many papers have furnished data similar to the above, showing that most publishers have taken pains to thoroughly investigate conditions and present detailed statements in support of their claims that advertising rates are far from exorbitant.

It is unfortunate that more of them did not work out their calculations from one basis, so that a general view of the whole situation might have been obtained instead of separate cases being established for a host of different mediums.

Only two publications, to Marketing's knowledge, have prepared their figures on the basis of cost of manufacture per agate line, which, when compared with rate per Milline, permits the closest possible approximation of the relation between costs and rates. If all papers had made this simple calculation the advertiser would have been in a better position to judge the merits of the case for existing rates.

The two cases mentioned are those of the Winnipeg *Free Press* and the Toronto *Globe*. The *Free Press* has furnished Marketing with a simple chart showing that its cost of manufacture per agate line has increased 226% since 1911. Its rate per Milline has advanced only 43% in the same period.

(Concluded on page 561)

Analysis of Rate Increases of Canadian Publications

Year	Class of Publication	Number	Total Circulation	Total Rate per inch	Rate per Milline	Increase in Milline Rate
1915	Dailies under 5,000 circ'n	62	173,959	$ 9.98	$ 4.08	
1921	" " "	41	119,409	9.79	5.85	43%
1915	Dailies, 5,000 to 10,000	15	99,916	3.53	2.50	
1921	" " "	19	139,226	8.30	4.26	70%
1915	Dailies, 10,000 to 20,000	25	363,111	11.84	2.32	
1921	" " "	15	202,995	10.22	3.59	54%
1915	Dailies, 20,000 to 50,000	16	484,742	9.81	1.44	
1921	" " "	20	570,157	22.12	2.59	79%
1915	Dailies, 50,000 to 150,000	10	850,418	11.16	.93	
1921	" " "	8	727,626	18.62	1.83	96%
1915	All Canadian Dailies	128	1,972,146	46.32	1.68	
1921	" " "	103	1,759,313	69.05	2.80	66%
1915	All Canadian Farm Papers	39	874,350	42.59	3.47	
1921	" " " "	37	1,031,667	99.12	6.86	94%
1915	All Canadian Magazines	12	335,253	24.71	5.22	
1921	" " "	10	398,996	50.54	9.07	73%

The above tabulation has been compiled by MARKETING from A.B.C. Reports and Publishers' Sworn Statements and Rate Cards submitted for publication in the 1915 and 1921 editions of LYDIATT'S BOOK. The total rate per inch is based on rates for 5,000 line contracts.

The "milline" is merely a more convenient form of "rate per line per thousand readers," first adopted by Lyon & Healy, Chicago, and now in general use throughout the continent. It removes an unwieldy array of decimals and reduces a phrase of six words to one, which simply means—rate per line per million readers.

KIRKWOOD'S LETTER FROM LONDON

New Sunday pictorial paper started by Bottomley involved outlay of over $1,000,000. *Daily Mail* gives extra commission to Agencies on strictly new or *created* business. British Publishers losing money. Free puffs for departmental stores' semi-annual sales

From MARKETING's British Correspondent. JOHN C. KIRKWOOD

On July 3 there appeared in London a new Sunday pictorial paper, called *Sunday Illustrated*, edited by Horatio Bottomley, M.P., editor of *John Bull*. A sale of 750,000 copies per week is guaranteed, and Horatio has the faith to believe that his paper will some day during his lifetime attain a sale of 3,000,000 copies. Mr. Bottomley is a great self-advertiser, and is perfectly willing to use the Courts of Justice as a medium of self-publicity. Time was when many thought him to be an arch-rogue, saved from prison only by his remarkable cleverness. In his trials he conducted his own cases, and was a foeman to test the ability of Britain's foremost barristers to the limit.

It is stated by the publishers of the *Sunday Illustrated* that the launching of the newspaper has involved an outlay of about $1,250,000. If this is so, it is not very encouraging to that numerous company of men who want to start a paper —on nothing more substantial than their own faith in their knowledge of what the public wants.

The *Sunday Illustrated* sells at one penny, and doesn't seem to fill any gap.

I cannot help but think it unwise to found a newspaper on a man, for man is not immortal. If Bottomley died to-morrow, then the professed reason for launcing the *Sunday Illustrated* would disappear; and *John Bull* would likewise have its *raison d'etre* eliminated.

Horatio Bottomley does not admit for a moment that there breathes any equivalent of himself; but Odhams, the firm behind him, will have to discover a greater than Bottomley in 24 hours when the great Horatio turns up his toes. To-day Odhams magnify Horatio. To-morrow they will say, "The King is dead, long live the King!" When shareholders' capital and dividends are the driving force behind a newspaper, one is not surprised by publishers' somersaults.

THE NET SALES CAMPAIGN

Some months ago I stated that the "net sales" campaign initiated by the London *Daily Mail* had been turned over to the Association of British Advertising Agents—partly because the *Daily Mail* became tired of its pet, and partly because the A.B.A.A. was willing to become foster-parent to the campaign. Now the *Daily Mail* has taken back again its offspring, and has resumed its belaboring of the dumb press. The reason is that Lord Northcliffe, man of action and of electric energy, has felt that the A.B.A.A. was not as forceful and successful as he wanted it to be in securing net sales certificates from British publishers.

Here let it be said that a net sales certificate, good though it is, may be less good than an A.B.C. certificate in the U.S.A. or Canada. There is no standard audit and common auditing body. Each publisher may call in his own auditor, and unless the auditor knows just what to look for, he may be certifying net sales figures which would not tally with those ascertained by an A.B.C. auditor.

DAILY MAIL DOINGS

Wareham Smith, advertising director of the Associated Newspapers (the Northcliffe papers) since 1907, and, before that, advertising manager of the *Daily Mail*, is on a six months' leave, and rumor has it that he'll never fill his old post again. He is still a young man—in his 40's; but his heavy work has left its mark on him. Two years ago he had a bad breakdown: and since then his health has been precarious. A recent motor mishap did him no good. His work has been taken up by Horace Imber, formerly advertising manager of the London *Evening News* (the afternoon Northcliffe newspaper).

Another change in Carmelite House (the home of the Northcliffe press) is the going out of A. W. Faulkner as advertising manager of the *Daily Mail*, which post he secured in 1907 when Wareham Smith was moved up. Mr. Faulkner, who visited Canada a dozen or more years ago, has been succeeded by a Mr. Garland, who was in Selfridge's advertising department two years ago, and who for the past two months has been advertising manager of a Manchester department store.

All these changes in the upper strata of advertising men have interested British advertising men not a little.

INCREASED AGENCY COMMISSION

In a former letter I told of what the *Daily Mail* is doing to harden the practices of advertising agencies —this by forbidding agents to rebate any portion of their commissions,— this with qualifications.

Beyond this, the *Daily Mail* proposes to give advertising agencies an extra 2½% (the regular commission is 10%) on *new* business; and by new is meant newly created business. This concession is to provide agencies with more money for propaganda work.

As agency service in this country improves, it means that the 10% commonly granted by the strong publications leaves very little margin to the good service agency. The new *Daily Mail* concession will be welcomed by all advertising agencies and will profit those who are really creators of advertising. Indubitably, it will send to the *Daily Mail* a larger amount of business.

The *Daily Mail* has been paying to advertising agencies a sum round about $1,250,000 a year in the form of agency commission: which sum suggests that the agencies have been sending to the *Daily Mail* business amounting to $12,500,000 per annum.

THE HIGH COSTS OF PUBLISHING

British publishers are shedding tears; they are losing money. Publishing costs exceed revenues. So publishers themselves say. One publisher says that he is losing $7,500 on every 12-page newspaper sent from his presses. How long could a Canadian daily newspaper publisher keep going on a loss of $7,500 per day on a 12-page newspaper?

The losses in publishing are not due solely to lost or inadequate advertising revenue. Some publish-

The public are more careless of your product now than at any other time since the war.

To increase your selling effort is to retain, or to win back, the consumer's favor. It is to break down his indifference, and check his forgetfulness.

To decrease your selling effort or to "stand pat," is to meet the indifference of the public with your own indifference—to your great disadvantage in the loss of trade and prestige.

* * * * *

Imagine the effect of a slowing down of sales effort by all manufacturers and merchants. It would quickly lock the wheels of trade. Have you slowed down ?

* * * * *

There is one kind of selling effort which covers the whole of Canada every day and which is not expensive to use. The salesman's name is Daily Newspaper Advertising, and he calls at practically every home in the country once, and at some homes twice, each day. He brings with him the news of the day and views on public affairs, as well as news of business and information about the goods he sells. The people wait for him ; they listen to him ; they trust him.

Advertising in The Globe goes into 100,000 homes in Canada every day. Ninety-seven per cent. of them are located in the Toronto and Ontario market—the richest and most important market in all Canada. In these homes The Globe finds a peculiar welcome and enjoys a peculiar prestige. It shares this welcome with, and lends this prestige to, the products it advertises.

* * * * *

To bring back business to normal lines with the turn to Autumn, increase your selling effort—use Daily Newspaper Advertising. Into 100,000 homes The Globe will bear your message, and secure for it the same confidence which The Globe itself enjoys.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

ers—but not many—are carrying all the advertising they can—this in relation to the total number of pages in each issue. It is the high cost of materials and labor that is the thief of profit. Also, the cost of selling space and copies is increasing alarmingly. It is quite within the range of possibilities that some old-established publications will have to quit, or else merge themselves with some other necessitous publication, in an effort and purpose to survive.

The current birth-rate in newspaperdom is not a high one—under the death-rate, I opine; yet there are new publications appearing. Always courage and faith in editors and others will find expression. The *Sunday Illustrated* is a case in point.

Advertising in the Dark

In a London underground tube station on two dark walls, in a passageway, are painted these words: "Does your watch show the Time in the dark? It will, if it's an Ingersoll"—and accompanying the words is the stencil-effect dial of an Ingersoll luminous dial watch. The dark walls are not really dark, for electric light robs the passage of darkness; but the walls are sufficiently in the dark to make the advertisement an effective one.

July Sales

Once again the London newspapers—and I suppose provincial papers have done likewise—have devoted many news columns to boosting the semi-annual sales of the great stores. Reporters were told off to visit the stores and obtain particulars of the bargains. Stores were boldly named—there was no hiding or hinting at the identity of the places or firms referred to. Also, much prominence was given to the fact that men attended the sales in astounding numbers.

I was in one shop looking for a piece of china to replace a broken bowl; and the attendant informed me that it might be six months before I could get what I wanted. He said that it would be three months before the Staffordshire potteries would be in a position to make deliveries. This is a direct consequence of the coal strike. So pottery in Canada ought to be good stock for some months to come.

Britain's Hot Spell

Not in living memory has Britain experienced so prolonged a period of hot and dry weather. Rain in London and vicinity, and elsewhere, in the last three months has been so rare as to occasions and so meagre as to amount that it is sufficiently true to say that we have had no rain for more than three months. The country is parched. Meadows are brown. Field crops and fruits are suffering seriously. Highways are dusty. Rivers are shallow, and brooks are dried up.

Iced drinks and ice cream are in demand; fountains are not frequent enough. Britain is getting the "American drinks" habit, but not universally. The chemist shops remain chemist shops; but the day may come when they will become Americanized.

Ice cream in bricks is supplied by Lyons—the great British caterers—at 43 cents for a brick which, to my imagination, looks only half the size of a Neilson or City Dairy brick; and tastes flat in comparison with my recollections of the taste and goodness of a Neilson brick.

In restaurants they serve a 12c dish which as often as not is made with corn starch.

Ice in Great Britain is not an unknown thing, but it is not the familiar thing it is in Canada. Here your lemonade, or beer, or ginger ale is not always icy cold. You see no tubs or chests of ice with bottles cooling in them. Refrigerators are uncommon, even with butchers. In the private home they may be said to have no existence. But if periods of 90 days of dry, hot weather are to become an annual feature of British summers, then ice and refrigerators and fountains will become necessities.

* * *

BETTER BUSINESS LETTERS*

7. The Elimination Of Sales Resistance In Routine Correspondence.

The day of the deliberate, direct, sledge-hammer type of selling letter is passing. The old-fashioned "sign here" conclusion rears up a barrier to spontaneity of action. Conceal the machinery of your trap. Keep the "sales department" badge out of your correspondence and stress service instead.

Written for Marketing by Louis Balsam

SALES, sales and more sales, seems to be the almost anguished cry of today. Never before in the history of business were men that could produce sales in greater demand. Never before were sales letters depended upon so hopefully. Anyone that can help us move our stock is the popular idol.

A few weeks ago, a lecturer charged a middle west association of commerce $150.00 to lecture on the subject, "Today and Its Selling Problems." The hall was jammed full, even though the speaker had very little of a reputation.

Books on sales processes are in greater demand than ever. Business men, everywhere, are spending a lot of money in devious ways, in a wild, feverish desire to help sell their products.

These same men that buy these books and crowd our lecture halls deliberately do things in their own letters, unconsciously, that do more to depress prospective customers, to destroy sales and to promote ill will than they have any idea of!

This overcoming of sales resistance in letters is a topic that cannot be stressed too strongly. The average sales letter of today deliberately creates three types of sales resistance:

One type is brought about in some measure by the unusual "conditions" of the present time. We shall see later how many of our letters use these "conditions" as a hindrance rather than a help.

The *second* type of resistance is generated in letters by business men who make it physically difficult for the customer to comply with the writer's suggestions.

The *third* type of resistance is brought about by a great many writers who deliberately set up a negative influence by the titles they append to their correspondence.

*Copyright Canada 1921 by W. A. Lydiatt

Canadian Countryman and Salada Tea

"SALADA" BUILDING, TORONTO

SALADA TEA CO. regard *Canadian Countryman* as indispensable in a a campaign designed to reach the best farm homes throughout Ontario, Quebec and the Maritime Provinces.

When a list of general publications is made up for Salada advertising, *Canadian Countryman* is always one of the first to receive O.K.

Canadian Countryman is a member of the Audit Bureau of Circulations.

"SALADA" BUILDING, BOSTON

"SALADA" BUILDING, MONTREAL

Now let us examine these factors somewhat more closely. The whole world is ready to admit that even at this date the great mass of people still maintains a pretty stolid buying indifference. Most sales letters help keep "conditions" bad in two ways: One, by the use of *deliberate* "sales" letters. Business men, not realizing that any letter or advertisement that has "sales" for a definite aim is going to meet with pretty strong resistance, never dream of the value of an *indirect sales* talk. People aren't paying nearly as much attention to letters of this kind:

"Gentlemen:

We have a proposition to submit to you that we believe would increase your profits on working men's overalls about 40%. Until the present time you have been unable to buy overalls of our quality for less than $———a dozen. We can sell you the same overalls today for exactly 40% under that price. You have, doubtless, heard other dealers talk about the quality of our overalls and are perhaps familiar with what the working men think of this brand of goods themselves.

We know that you are very much interested in adding to your lines of mechanic's clothes and furnishings a line of overalls that will bring you in some real money. Let us send you a dozen pairs of assorted sizes and we are confident that you will come back for more. When do you want us to ship them?

Hoping to receive your order very soon, we remain

Yours truly,

———————Co."

—as they are to this type:

"Gentlemen:

In these days when people are paying more attention to quality than ever before, when working men are thinking twice when they invest their money even in necessities, you can't know too much about the quality that goes into the overalls you sell. For that reason we have taken the liberty to prepare for you a very thorough description of just exactly how our goods are made so that you can use your own judgment to even better advantage when buying overalls hereafter.

You will probably be more interested in pages 21 to 25 of the enclosed booklet than any other pages, because they give you in concrete form many excellent reasons why working men all over America have used our overalls for years and years. Please pay particular attention to our method of double stitching and reinforcement where the wear is heaviest. Contrast the quality of material we use and the generous patterns over which we cut our sizes, with the type of overalls usually thrown on the market.

Now is the time, Mr. Smith, for all of us to think twice before we buy anything that will not give customers full satisfaction. That is why we are confident you will find the practical overall information in this booklet of a nature that is bound to help you do more and better business, right along.

This company is here to serve you in the fullest possible way. Don't hesitate to write us about anything you want to know concerning overaalls, for it will be a pleasure to co-operate with you in every way.

Yours very truly,

———————Co."

Another serious obstacle in the way of creating sales through letters, is the very strong negative influence many people allow their letters to carry. The country seems flooded with correspondence that refers in one way or another to "hard times," "tight money," "unemployment," etc., etc. A good salesman would no sooner dream of dealing with depressing influences than he would swim in dish water. Yet, companies that have some of the finest sales forces in their particular fields, send out gloomy, almost hopeless letters intended to bring in orders. Here is a letter sent to 18,000 moving picture theatres, just recently. It was processed on blue tinted paper:

"Dear Sir:

BLUES, BLUES, BLUES

Everybody's got them nowadays, and the air seems filled with blues. Even this letter is blue in color, but that merely goes to show how things run by opposites because it brings to your attention an opportunity to turn the spare hours that you now have on your hands into real money.

Re-decorate your theatre and give it a lively tone by installing our DeLux chairs, which are now marked 50% below the usual prices. The enclosed list will show you some startling values. is the usual moving picture type.

Now is the time to dispense with the glooms that most people have by helping them out of their grouch with pleasant surroundings in your own theatre.

GLOOMS, GLOOMS, GLOOMS

have no place in a business such as yours. Our chairs with their comfortable, inviting atmosphere and their real beauty will help make things livelier for you.

Hoping to hear from you favorably, and assuring you that your wishes will receive our very best attention, we remain

Yours truly,

———————Co."

Here is a letter used by a well known maker of men's clothes:

"Dear Sir:

"The darkest hour is just before the dawn," said a wise man once, and he was right. The period of stress and change we are now going through, the period of unemployment and the general unsettled condition, cannot last forever. At the same time, though, we must admit that things are the way they are and that everything we do has some effect upon the general status.

How about this? Do your clothes reflect optimism, cheer and general prosperity or are they in line with the gloomy times, and thereby help to make conditions seem worse than they really are? This is the time when, as you know, every penny you have counts a great deal. Why not invest a small amount in good clothes, because clothes tend to affect your character more than some people imagine?

We can furnish you, during this month, with the famous Blank brand of young men's suits, at prices ranging from $25.00 to $40.00. The former prices were nearly double that. It is your duty to help dispel the general down-in-the-mouth tendency at this time, as much as you can, by making your own personality reflect just the opposite. We hope to hear from you favorably, preferably through a visit to our store in the immediate future.

Yours truly,

———————Co."

These are merely two samples of many letters, embodying in the worst way the most depressing element of the present temporary state of affairs. Yet business men responsible for this type of letter, wonder why they cannot seem to break down that wall of buying resistance.

The Sledge-Hammer Letter

The day of the deliberate, direct, sledge hammer type of sales letter is going fast. In its stead, *indirect* sales correspondence is coming to the fore. It is a simple fact that the real conquests of Civilization are those brought by indirect rather than direct methods. It is only when man was thwarted in his desire to get what he wanted with the least amount of energy spent, that he turner to indirect procedure. Every successful enterprise is built upon indirect actions.

A farmer does not trade a barrel of apples for a piano scarf any more.

He sells the apples for money and with that purchases his scarf. Men no longer work so many hours a day for a pair of trousers, but get them indirectly through the money means. This is a simple and fundamental law of Civilization.

Yet how few business men, knowing the value of indirect methods in almost every other phase of business, ever dream of applying indirection to letter writing.

Another excellent way of overcoming the buying resistance brought about by "conditions," is, as we have suggested at various times all through these articles, to seize the neglected opportunities in our routine letters. Instead of, as most con-

A Letter To National Advertisers

PLEASE ADDRESS COMMUNICATIONS TO THE LONDON ADVERTISER CO., LTD., NOT TO INDIVIDUALS

MEMBER AUDIT BUREAU OF CIRCULATIONS

MORNING NOON EVENING

The London Advertiser

ESTABLISHED 1863

LONDON, CANADA

August 15th, 1921.

To the National Advertisers
of Canada and the
United States.

Gentlemen:

Every national advertiser is familiar with the city of London, Ontario.

Most of you know something about the London Advertiser.

Some of you are acquainted with the writer, who has recently assumed direction of this paper.

The series of "open letters" commenced here has been planned to further familiarize you with the fertile and prosperous Western Ontario territory, and with the newspaper which for nearly sixty years has been among the foremost influences in its district.

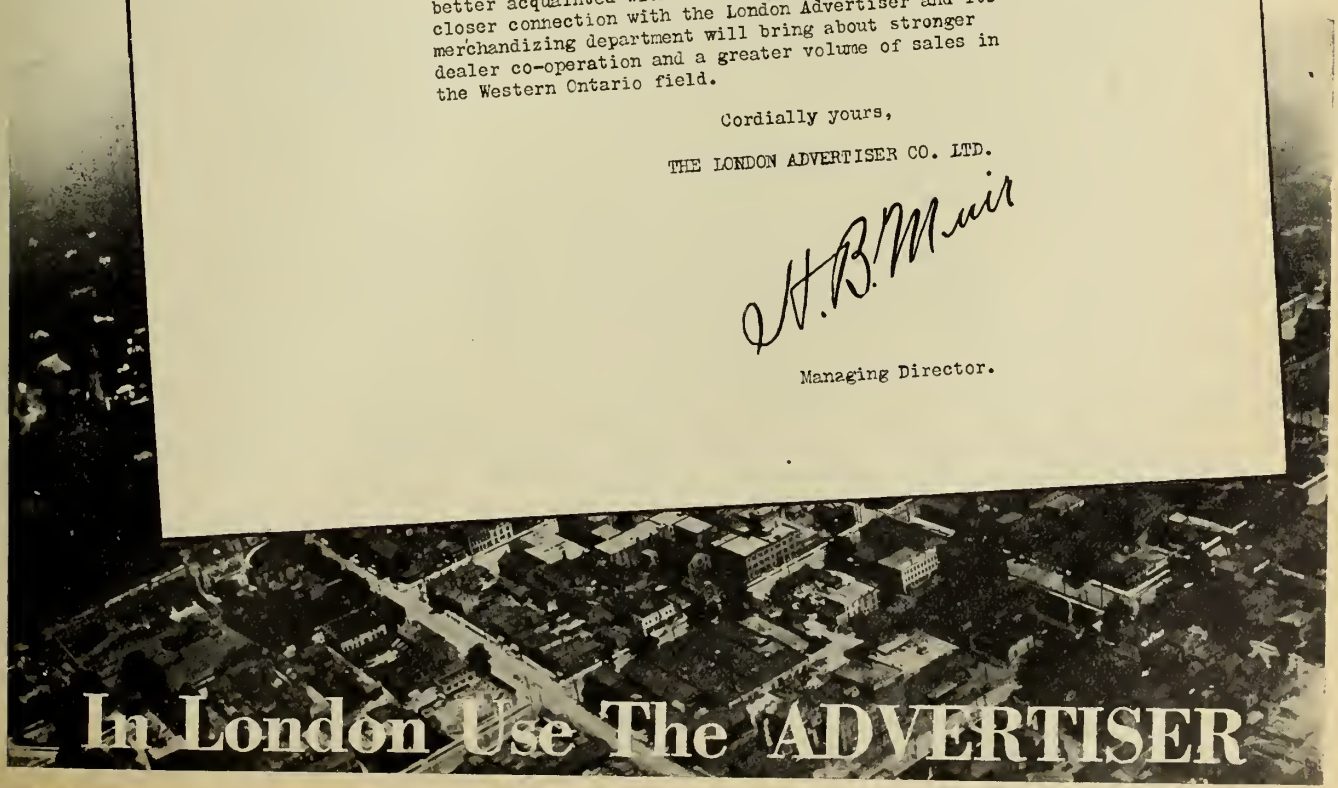
Every advertiser will profit by becoming better acquainted with the London market; while a closer connection with the London Advertiser and its merchandizing department will bring about stronger dealer co-operation and a greater volume of sales in the Western Ontario field.

Cordially yours,

THE LONDON ADVERTISER CO. LTD.

H. B. Muir

Managing Director.



cerns, allowing our routine letters to carry routine messages and nothing else, we can improve this much needed opportunity to inject, wherever possible, a sincere note of service and of well founded optimism. It is being done by only too few houses today. Here is a letter that could, without any breach of business etiquette, be confined to its first few lines. Yet, see the very desirable effect the last few lines were bound to have on the customer:

"Dear Sir:

As you requested in your letter of the 17th, we have added an extra gross of tooth paste to your drug sundries order. The shipment left here today and should be in your possession very shortly.

It was a pleasure for us to have you increase your order for Blank Tooth Paste because this indicates very clearly not only that you are pushing the goods in an agressive way but that, doubtless, your customers are thoroughly satisfied with their purchase. You will find enclosed with the order a small window display that may possibly help you increase the sale of this preparation, if used according to directions. If there is any other way that we can co-operate with you, just let us know.

Yours truly,

————Co."

The *second* type of buying resistance is engendered in letters by those business men who, unconsciously, make it physically difficult for the customer to comply with their buying suggestions.

The average letter often ends something like this: "Right now, while you are thinking of it, please fill out the enclosed order blank, sign and mail to us before you forget it. Thanking you in advance for your confidence and assuring you that you will never regret your decision, we remain," or like this, "after carefully considering these facts, we feel certain that you will want to fill out the enclosed order blank, sign, enclose in the attached envelope, and mail to us. Why not do it now?", or like this, "The enclosed order blank and self-addressed envelope are for your for your convenience. Simply fill out, in the spaces marked on the order blank, the number of yards of each material that you will need and return it to us. We shall be very pleased to give your order our best attention." Doubtless, you can find similar endings to sales letters in those that find their way to your desk, day after day.

The big fault with these letters is that their very endings, calculated to bring business, tends to defeat the very end they have in mind. Here is the point: In telling the average, busy man to "fill in the blank," "sign" and "mail," the correspondent has unconsciously made the reader feel that sending an order is quite a bit of work and involves writing, signing (which sounds almost legal) and mailing. These three things, in themselves, really take very little time, but put in the way that most letters have them, they give the reader a sense of work, which in addition to the commonplaceness of the statement, tends to leave him cold.

A merchant in New York told me recently that the moment he sees the words "Please fill out the enclosed blank," he begins to lose interest in the letter rapidly. It seems too much like a trap, already sprung, for him. All he needs to do is to release the catch and fall in. He isn't the only one that has exactly that feeling when reading the concluding paragraph of most sales letters. Too many of them, in their very wording, rear up a genuine barrier to spontaneity. That is why they fail to do the business.

In these fighting times, when every ounce of brain power we have is not too much, when genuine concentration on ways and means of helping people "loosen up" is a genuine essential, the addition of worth while sales touches in letters intended to get the business, are worth every bit of study we can give them. Here are two methods I have used successfully. Instead of ending sales letters with the commonplace "fill in, mail and sign," I find that people react with decidedly more favor to some such conclusion as this:

"It isn't necessary for you to go through the red tape of filling out an order blank. Simply check below the amount you need, on the spaces provided; O.K. this letter, drop it in the outgoing basket and we will do the rest."

Then directly beneath my signature I would write something like this, depending upon the article: "Please send at once:

One dozen bolts, 2A Gauge.
—— " " Jeweler's cotton
—— " " Bandage Rolls

This type of letter makes it very easy for the purchasing agent or executive reading it, to make a few marks in pencil or fountain pen on the letter itself, and his order is a definite thing before he has had time to worry about it. Sometimes this wording has proved very effective: "You needn't even write a letter. Just signify the amount you need in the spaces below. O.K. the letter and shoot it right back to us. Your goods will be shipped within twenty-four hours after we hear from you."

The point here is that instead of deliberately making it difficult for the prospective buyer by enclosing the old danger signal, the order blank; or by asking him to carefully fill out an order blank that in too many instances is so complicated as to make the reader impatient, I simply relieve him of all that work by doing most of it on the letter, so that all he need do is write down a few figures and his name.

The few firms that have adopted this plan, have found almost immediately that the results have increased beyond their expectation. One of the large rubber companies has been using this plan for several months, and their supervisor of correspondence told me that they wouldn't dispense with it now, under any consideration.

There are some buyers, though, who will not give an order on stationery other than that originated by their own company. In such a case, of course, the ending suggested can play no important part. On the other hand, for every purchasing agent that sends orders on his own blank, there are at least 75 purchasers to whom buying means the laborious writing out of order blanks by themselves. That is why it will pay and pay well for us to anticipate details of this kind in sales letters insofar as it lies in our power.

While we are on this subject of order blanks, it might be well to bring in the very successful plan used by an internationally known automobile accessory company. Instead of having the order blank enclosed in the ordinary haphazard hit or miss fashion, this concern, and since lately a score of other concerns in various lines of endeavor, have made it a practice *to clip the order blank to the letter.*

There is some mighty good psychology in that little trick, well worth our study. After all, just what effect does the order blank have on the average man? How do you feel when you open a letter and the first thing that greets your eyes is an order blank, plus the standard size envelope?

You, unconsciously, get the impression that there is someone who is anxious to get your money—someone eager to "sell" you. This fact is often so strong that it many times spoils the effect of even an unusually good sales letter because it

Sales Conditions in Quebec and in the Prairie Provinces are most favorable in Canada says Roger Babson

The July Forecast of Sales Conditions issued by Roger W. Babson, the internationally known statistical expert, charts the province of Quebec as one of the few territories on the American continent where sales conditions will be favorable for the next three or four months.

In the city of Montreal, where sales aggregated over 524 millions of dollars in the month of May, Babson shows that purchases today stand at 87 as compared with May 1920 which is represented by 100, a drop of only 13 per cent. Compared with the figure for a period of ten years, represented by 100, the month of May 1921 shows an increase in purchases of 89 per cent.

In other words, sales in Montreal are 89 per cent. above normal. That they are only 13 per cent. below the abnormal 1920 peak is the strongest indication conceivable of the steady, unfluctuating purchasing power of the Montreal territory.

The purchases of the great middle and better class families in this territory can best be influenced by advertising in The Gazette, the only English morning paper in Montreal, whose high subscription rate automatically selects a prosperous audience.

Concentrate your sales effort in QUEBEC during the next three or four months

The Gazette
MONTREAL

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

NEW YORK
Gilman, Nicoll & Ruthman
World Building

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C

BOSTON
Gillman, Nicoll & Ruthman
Tremont Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

CANADA'S BEST NEWSPAPER

immediately puts the reader in a defensive state of mind.

Working on that theory, the automobile accessory company, I have just mentioned, decided to experiment with 500 letters. They sent out 250 in the usual way, with the order blank enclosed in the old hit or miss fashion, and 250 with the order blank carefully clipped behind the letter.

They kept accurate results. The differences, resulting from this simple little change, amounted to 11% inquiries! In other words, the sales letter that added the application in the regular fashion so that it was the first thing to drop out of the envelope, received 8% replies, whereas the other letter with the order blank skilfully concealed, until the reader had finished the letter, brought in a trifle more than 19% inquiries.

'Simplicity Is Greatness'

Someone once said (Emerson, I think it was), that simplicity is greatness. He certainly was right, for often just the tiny, apparently insignificant things in business, help turn the tide enormously in one's favor or against one. While I don't want to make too much ado over so small a matter, yet when I realize that in one case the difference resulted in over 11% in inquiries and that wherever this plan has been tried, the increased results have amazed those who made the experiment, I cannot help feeling that it is something well worth our earnest consideration. It is something more than merely a trick. It involves a really worth while study of the psychology of the buyer.

The third type of buying resistance that sales letters deliberately help produce is that of using very prominently the words "sales department," "sales manager," etc., at the conclusion of their sales letters. This is a point upon which there already is arising a great deal of controversy. Hundreds and, perhaps, thousands of companies will indignantly assert that they would no sooner dream of omitting the word "sales department," "sales manager," "sales representative," etc., from their sales literature than they would dream of eliminating their own company name.

One of the pet arguments used by those to whom this idea was suggested, is, "Why, we have used the sales department name on our sales literature ever since we have been in business, why should we change now?"

Two years ago, a correspondence executive in one of the giant tire companies of Akron began to take a very strong dislike to the idea of signing all letters from their sales department with the word "sales," in any form whatsoever. He discussed this matter with the sales manager and reasoned somewhat like this: "What would you think," he asked the sales manager, "if an office appliance salesman came into this office to sell you something, and brought along as part of his attire a very prominent badge attached to his coat, bearing the legend "salesman," or "sales department?" Instinctively, you would draw in your horns, ready to resist any attempts to sell you. "In other words," said the correspondence chief, "you would immediately be prejudiced against a salesman who was foolish enough to label himself "salesman" in a way that would attract your attention as soon as he would enter the room."

The sales manager agreed to this reasoning, but when it came to carry out the same principle through the mails, he couldn't quite give up the old method. The company then decided to test the advisability of adopting the new plan, which was to eliminate all traces of the mention of the words "sales department" or any of its representatives, and substitute instead "service department," or simply the name of the company, or "Dealer's Help Department." They sent out 1500 letters signed in the ordinary way and 1500 signed "Dealers' Help Department." The 1500 sent in the ordinary way, brought 12% results. The 1500 signed according to the newer idea, brought in 15% results, *but* when it came to test the caliber of the increase from both letters, it was discovered that in almost every case those who responded to the letters signed "Dealers' Help Department." were just a bit more eager, a bit more enthusiastic and a bit more open to propaganda than those who answered the "sales department" letters. Something worth thinking about, isn't it?

Magic Hocus Pocus

In these days, more than ever before, when every word indicating sales tends to act as a red flag does upon a bull, we cannot give too much time and thought and energy to devising ways and means that will help solve this mighty pressing problem. One of the things that has always interested me about the average executives who look for help in correspondence problems, is that most of them expect some magic hocus pocus. Strange as it may seem, men who are hard-headed business men in every other field of commerce, seemed obsessed with the idea that letter writing is "different." Letter writing to many of them seems more or less a combination of tricks and an ability to talk glibly.

When such men come to one for counsel, they expect that someone will wave a magic wand, when lo and behold, every sales letter they write hereafter will bring in an order. When they are told, though, by competent men who have made a success in the letter writing field, that in order to perfect their letters certain common-sense laws are necessary, they don't seem to grasp it. They can't get over the idea that letter writing is a thing apart, when as a matter of fact effective correspondence is covered by the same fundamental laws that govern every other type of successful public contact.

The Service Spirit

So it is with this simply psychological law we have just discussed—that of eliminating sales resistance by eliminating the very obvious things that make people shy at the average sales letter—i. e., the use of the words "sales manager," sales department," etc., that immediately help destroy the effect they hope to bring about.

It is over 1900 years now that there walked abroad in this world a gentle, lovable man, imbued with the Ideal of Service, and He said, "A new commandment I give unto you —that ye love one another," and down through the ages those men who have lived more nearly in tune with this ideal than others have been those that have prospered most. For centuries men have tried deliberately and otherwise to get away from this ideal of loving (serving) one's fellow-men, and for centuries, too, those dominated altogether by profit and greed, have found to their bitter disappointment that they made less out of it than they hoped to.

Today this weary world of ours, still convalescing from the bitterest and most tragic conflict man has ever known, is sadly in need of this service spirit. Today, more than ever, men are still hungering for

(*Concluded on page 556*)

78 per cent. of the Lumber Mills in B.C. now Operating

ACCORDING to the latest figures given out by the British Columbia Lumber and Shingle Manufactorers' Association 78 per cent. of the province's mills are now in operation ; not all of them at full capacity, but considering conditions in the building trades the situation is regarded as extremely satisfactory.

The Dominion Government has passed an appropriation of $1,300,000 for 1921 operations on the dry dock at Esquimalt, and this will mean that orders for lumber will shortly be placed by the contractors. Seven million feet of timber will be required for the project.

A British financial syndicate has undertaken the development of a tract of 450 square miles of timber land in central British Columbia, and will appropriate eight million dollars to carry on this work immediately.

* * *

The wealth of British Columbia gravitates to Vancouver, and the trade of the prosperous citizens of Vancouver gravitates to the advertisers in the VANCOUVER PROVINCE, British Columbia's greatest newspaper.

The Vancouver Province has more circulation than all the important British Columbia dailies combined

Over 60,000 Every Day

The VANCOUVER Daily PROVINCE

BRITISH COLUMBIA
VANCOUVER
THE VANCOUVER DAILY PROVINCE
Irish Insurgents Fire On Police from Screen Of Women and Children
C.P.R. WILL MAKE SURVEY OF MINERALS
COAL REPORT IN A MONTH
American Withdrawal Disheartening to the French
TRANSCONTINENTAL DERAILED IN ALBERTA
DRY SHIPS ARE NOT POPULAR
CONTESTS WILL CLEAR THE AIR
GREECE TO LOSE PORTION OF THRACE

Marketing and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

W. A. LYDIATT, Editor
WM. G. COLGATE, Associate Editor
JOHN C. KIRKWOOD, and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XV, No. 16 AUGUST 15th, 1921

The Barrier To Business

MUCH complaint has been heard lately on the part of the public of the greed and shortsightedness of the retailer. Among other things, he has been accused of holding up costs, of taking excessive profits, and of attempting to unload wartime stocks at post-war prices. In some instances no doubt the accusations have been well founded; in others there has been some doubt. But whether guilty or not, the retailer, as the point of contact with the customer has been penalized, for sins of which he has perhaps been the unwilling medium.

Confirmation of this view is to be found in a letter to The Toronto *Globe* from its travelling correspondent, now investigating retail trade conditions in Ontario. His report in this instance deals with an incident which he witnessed in a small-town hardware store. A woman bought a quart of a well known brand paint for $1.65. She considered the price excessive and said so. In answer the merchant gave the stock excuse that paint had "not come down any," and that the price had never changed. This evasive reply was accepted without argument by the customer, though she was plainly unconvinced.

After the customer had left, the reporter pursued his inquiry. The selling price of the paint he found was fixed not, as might be supposed, by the retailer, but by the manufacturer; and that any reduction in that price to the customer exposed the retailer to the loss of the agency. And the tradesman protested that he could not afford to lose it.

> That is about the best paint made in Canada, and I want it as part of my business. It helps my business to have it on my shelves. I wish the price would drop a bit and I don't see why it doesn't; most of the ingredients used in paint-making are down, I believe. But there's the price list. If I want to keep their paint, I've got to keep their price—even if I do get blame that isn't coming to me.

Just how general is the situation here pictured, it would be impossible to say. In view of the sustained high prices for hardware supplies in the face of price recessions in other commodities, however, it must be fairly common. The unusual demand for paint this spring has no doubt temded to stiffen prices; but to offset this, there has occurred a gradual decline in the costs of raw materials from which apparently the consumer has received no benefit Why? What excuse have the paint manufactures to offer that producers in other lines lack? Clothing manufacturers have found it necessary to reduce prices; so have the grocers; so have the sugar refiners; so have the makers of boots and shoes. Increased business in these branches of trade has rewarded those producers who have seen fit to take their losses at once, and so put their products with in reach of those buyers who would otherwise have had to forego or defer their purchases. If the paint makers and manufacturers of hardware were to take similar action they would not only stimulate trade in small wares, but they would give a decided impetus to building activities, from which they derive the most of their profits.

The *Globe* correspondent speaks of the paint demand as being the result of the growing spirit of thrift piled upon the aftermath of a recent vigorous campaign of newspaper advertising. Logically he asks

> Why then by shortsightedness destroy that which has been built up through several years of late experience? Why not meet a "good thing" half way? Surely the very time for the utmost consideration of the buying public is the time when the public seems most desirous of one's product.

Apparently the paint and hardware manufacturers have yet to learn of the operation of the simple economic law: that every price reduction brings automatically new buyers into the market, and that every fresh accretion of buyers tends in the long run to reduce expenses and increase dividends.

* * *

A New Spirit Needed

HOW do you find business?" queried one salesman of anoth r. "I go out and look for it," was the answer. The moral to be drawn from this story has a present application. Trade is temporarily sulking in the corner. It is down in the mouth, when it ought to be wearing a smile. It is sticking to the upholstered seat, when it ought to be out hustling for business. It is complaining about a lack of orders, when it has made no special effort to get them. Salesmen, who through force of circumstances, were pushed into the position of order takers during the war, have not yet got back to normal They have almost forgotten the conditions which surround the making of a sale.

Guisti epitomized Mazzini's political views by saying that his watch had stopped in 1848. So it is with many salesmen; their watches stopped in 1920. They expect the orders which came easy then to come easy now. They seem to overlook entirely the fact that owing to a world-shortage of goods, the past few years have been abnormal, whereas, the present 1921, with supply and demand nearly equal, belongs to the more normal period. And normal times, with their implication of keen competition and reluctant buyers, naturally shift the initiative from the buyer to the seller. A condition, inevitable and constant, which some manufacturers and salesmen seem loath to accept.

THE NEWSPAPER AS A SOURCE OF COPY IDEAS

Sound, unusual and workable copy concepts to be found in the daily record of human comedy and tragedy. A scrap-book of clippings handy against a day of need.

Written for MARKETING by WILLIAM G. COLGATE

It was Charles Reade, the novelist, who, when asked where he got the material for his stories, pointed to a scrapbook filled with newspaper clippings. "There is," he said, "in the daily record of human comedy and tragedy enough of inspiration for any writer." Inquiry shows that the scrapbook habit is not restricted to professional authors. Business men, doctors, lawyers, architects, artists and others are regular subscribers to some press clipping service.

Only lately, however, have advertising agencies been added to the list. Yet to find a more prolific source of sound, unusual and workable copy ideas and suggestions would be difficult if not impossible. Nor is the reason far to seek. In the treadmill of daily existence, of which the modern newspaper affords a comprehensive, though necessarily incomplete picture, all the activities peculiar to human kind are continually covered. Virtually no phase or aspect of religious, social, business and political life escapes the attention of the news gatherers and editorial writers. Gripping, vivid, concise accounts are presented of events touching life at every point. Ideas are expressed and knowledge imparted which cannot but be of direct interest and utility to every advertiser on the lookout for fresh and original thought. Through the information thus gained new copy conceptions are created or striking and corroborative evidence obtained. But whatever may be the material required the copyman will find it in the columns of the newspaper if he diligently seeks it.

CONSIDER THE WANT AD.

Who would imagine, for example, that the "Auld Lang Syne" department of the Toronto Globe, in which are reproduced news happenings from that paper of fifty and twenty-five years ago would furnish inspiration for such matter of fact stuff as financial copy? Nevertheless, it is only recently that a Toronto bond house, entrusted with the responsibility of distributing debentures of the city, made an item from the section of the Globe a basis for a comparative statement as between the interest on the bonds issued years ago and now. And it is safe to say, that to the average reader at least, the comparison was more convincing than reams of argument. Another example was that of an agency copywriter who used the statement, "I Forgot," uttered by a telegraph operator examined as to his responsibility for a wreck. to push the claims of a well-known memory system. An exceptionally strong and forceful advertisement, too, it made with its tragic two word headline foreboding gloom and disaster. From the "Houses To Let" and "Houses For Sale" Columns of the classified pages, a manufacturer of furnaces used to cull references to his heating appliances for his advertising as an illustration of their popularity. He realized the inherent tendency of the public to follow the leaders in matters of preference, and he very properly capitalized it to his advantage. Similarly the Imperial Life Assurance Company has done much the same thing; only in this case it sought its examples from the "Situations Wanted" column to point the moral of poverty and distress which beset the family without protection. No object lesson could conceivably have been more impressive or conscience awakening to the negligent husband than this. Perhaps it would not be unfair to say that the considerable success which has attended the newspaper and other advertising of the Imperial Life Assurance Company has largely resulted from their ability to seize upon and turn to good account just such opportunities as those afforded by the newspaper's classified columns.

How many electrical supplies manufacturers, it might be asked, have taken advantage of the Provincial Government's announcement of the Chippewa power plant extension to prepare for the big potential market thus uncovered? Yet the newspapers gave all the details of the projected improvement and the suggestion is there for any one to see. It is just possible, however, that this implied accusation comes prematurely, and that we may find after all that even now some company is laying plans to capture the new trade the additional hydro power will create. Let us hope so.

KEEP A SCRAP-BOOK

To any objection that may be urged against the newspaper as an invariable source of ideas for immediate use, one may say emulate the example of those whose business is to write and keep a scrapbook. A scrapbook like a bank book, is handy against a day of need; and a man who looks for copy ideas only when he must have them is like a depositor who starts to save money only when he must spend it. To carry a notebook—to keep a scrapbook is therefore a part of business wisdom. In fact, it would be an excellent plan if every advertising agency like every enterprising newspaper, would set up a "morgue" and file and index for ready reference all clippings sent into it. The "morgue," of course, should be in charge of some one competent to distinguish wheat from chaff, from that which is likely to be used from that which is not. Given these conditions and the service of a press clipping bureau, better still, if possible, a competent girl in the checking department, and many of the copy ideas which now go to waste could be preserved against the great day of need which once in a time comes to every copyman.

Ask George Morgan *about The Nor'-West Farmer*

If you mét George today on the street in Melfort, Sask., and asked : "George, what do you think of The Nor'-West Farmer ?" it is not at all likely that he would wave his arms and yell "Whoopee ! She's a grand old rag." He probably would reply : "Well, it helps me a lot with my work and I get a good many real practical ideas out of it, and have always found it could be depended on. Then, of course, the women folks think a lot of it, and we've always taken it, and I suppose we'll keep on."

He is not wildly enthusiastic about it, but thoroughly appreciates its value, and is satisfied that it is a truly helpful, worth-while farm journal. George would also probably hesitate about announcing through a megaphone that his wife of ten years is "A hummer, I'll tell the world !" but it is ten to one that he thinks as much of his wife as you do yours. A good many things are taken for granted in his life and The Nor'-West Farmer is one of them.

Progressive, up-to-date farmers of George Morgan's type take as much pride and interest in their placcs as you do in your business. They are primarily interested in the production of greater crops, increasing herds, and better equipment—through these they provide more comfortable homes.

To-day when you met George he was in town with Mrs. Morgan sizing up new heating equipment. He has been considering buying a furnace this fall. He was interested through some building articles in The Nor'-West Farmer and just last week received a reply from their Subcribers' Service Bureau advising him how to raise his housc and provide for a good cellar with modern improvements. His wife, with motherly foresight, is replenishing the winter clothes closet—boots, underwear, rubbers, socks, mitts, etc., are all on her list and, if you are a Nor'-West Farmer advertiser, your brand is likely in her mind.

Multiply Mr. and Mrs. George Morgan by almost 75,000 and you have a composite picture of Nor'-West Farmer readers. If you want to meet them we can arrange it. Select several post-offices in any districts of Manitoba, Saskatchewan and Alberta, and we will mail one hundred questionnaires to our readers at these points with reply forms which will reach you direct. We want you to learn, at our expense, the value our readers place on our paper and why.

Something About Costs

VARIOUS items in our cost of production have increased since 1914, as follows :

Paper - -	100	per cent.
Printing - -	110	,,
Engraving -	105	,,
Postage - -	200	,,
Wages - -	250	,,
Rent - -	400	,,

Our *Advertising Rate*, since 1914 has increased only **45** ,,

A program is in hand that will bring our advertising rate down to, above 1917, **7** ,,

Nor'-West Farmer Advertising Rates:—

Our present rate of 60 cents per line, based on 75,000 circulation, gives us a rate per line per thousand of eight-tenth cents, or, for convenience of making a comparison with leading American papers (where costs are less), a milline rate of $8.00. We propose to reduce this to $7.50 by early spring.

Nor'-West Farmer Milline rate - $8.00

The average Milline rate for Monthly farm papers in United States today—46 leaders—is	-	-	$14.30
,, ,, Semi-Monthly ,, ,,	40	,,	is	-	-	$8.06
,, ,, Weekly ,, ,,	69	,,	is	-	-	$11.14

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A. B. C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

DOES CALENDAR ADVERTISING PAY?

Standard books on Advertising say nothing about most obvious advertising device. Millions distributed gratis every year. Fault usually lies in separating the message from the monthly tabular matter.

Written for MARKETING by CHARLES W. STOKES.

DOES calendar advertising pay? In one of his most famous stories, "The Purloined Letter," Edgar Allan Poe tried to prove that the least likely place that people look for a thing is very often the most obvious place. That applies most emphatically to the present subject. The one thing to which the eyes of the average business man are directed each day, far more frequently, perhaps, than to any other, is the calendar. The calendar is a very common advertising device; it is the most obvious advertising device you can name, almost; yet since my own interest was aroused in it I have looked in four standard books on advertising for information regarding its technique or its value, and have looked in vain, for nothing, apparently, has been written about calendars, although there is plenty about theatre curtains, sport programmes, directories, diaries, watch-charms, celluloid novelties and other miscellaneous mediums. No discussion on calendar advertising has ever, so far as I know, found a place in any advertising convention.

My own interest, as a matter of fact, was accidentally aroused. It was at a club lunch, and a fellow member, an artist, happened casually to remark that he had several good designs on hand which he thought might interest calendar makers. He added: "Not that I care for illustrated calendars myself. The designs are either so rotten that I wouldn't insult my studio by hanging them up, or else the yare so good that I want to cut off all advertising matter and frame them—which must surely be the reverse of what the advertiser wanted."

IS IT PROFITABLE?

"Is a calendar profitable advertising, anyway?" asked someone. And there you have the whole matter.

Thousands of business houses in, I suppose, practically every country in the world, distribute calendars as advertising matter. They include some of the largest institutions, as well as some of the smallest. Banks, insurance offices, trust companies, railways, printers, manufacturers of all kinds—these you find represented in the calendars that adorn the office, just as you find the corner grocery and the livery and feed stable represented in the calendars that adorn the kitchen. The calendars themselves range from the huge mural tablets, as firm and as solid-looking as the house itself, put out by the financial institution, down through the natty brass desk pads, monthly blotters, and other novelties, to the cheap process picture, syndicated by the big calendar manufacturers with the local imprint, that comes from the neighborhood butcher. The price ranges correspondingly. Millions of calendars must be distributed gratis every year in this country alone, all as an advertisement or a form of service. Thousands of small firms advertise by calendar who use no other form of advertising. And does it pay?

Calendar advertising is a form of poster advertising—and the latter pays. Calendar advertising is also a form of directory advertising—and that, too, pays. The lack of any discussion in any technical work on the former might lead one to the conclusion that calendar advertising is poor advertising. The calendar has a selling message. Does it get it over? Can anyone recall any time that he has ever been influenced, consciously or unconsciously, into buying any commodity or service because it has been tied up with what he looks at so often?

WHOSE CALENDAR IS IT?

I have tried out that acid test on myself without success. In my room, as I write this, there hangs a handsome calendar issued by a large bank, well printed, noble in size. I consult it as often as anyone. But without looking at it now I couldn't for the life of me tell you what bank it is except that it isn't the one where I trade, and that its calendar has never induced me to transfer my modest account to it. So I tried the test on a few casual acquaintances.

"I get rafts of free calendars sent me at the beginning of the year," said one business man, "and after the receipt of the first one, which is good enough for me, whatever it is, the rest go into the waste basket. I believe the office boys rescue them and take them home."

"Last year," said another, "I received a very beautiful calendar from a large printing firm. It really was beautiful, and had certain unusual features as to size and so on. This year I actually waited until I got this firm's calendar before I hung any up; but I am inclined to think that it was the very unusualness of it that I remembered, and not the donor, because I am very unlikely to place business in that direction until I get a better argument why I should."

Another large buyer of printing remembered the same calendar. "It is," he said, "no doubt very useful in introducing that firm's name to those unfamiliar with it. Buying printing, however, is largely a matter of getting good firms in tow who give good service and know your peculiarities. I distribute business to about twelve firms, and haven't changed much in five years; but only four of these firms get out calendars."

DIFFICULT TO TRACE RESULTS.

"We issue a calendar every year," said a trans-Atlantic shipping man, "and it seems to be very popular. People come in and ask for it. It is very difficult to trace direct results, but all our advertising is slow in maturing, for we are selling an expensive article not in everyday use."

"The selling argument in nearly all the calendars I ever get," said an advertising man, "is sloppy. It wants to be written by a professional advertising man, and combined with the thought-motive of the calendar."

"About Christmas and New Year's," said a purchasing agent, "I get a flood of calendars, mostly good. They come usually under personal mail, and are worth keeping. At any other time of the year I would feel rather pleased to be thus remembered, something like having an invitation out to lunch; but coming, as they do, in bunches, the individual impression is lost."

"We use calendars in limited quantities, and of high grade," said a big lumber manufacturer, "but we have never been able to trace any business to them."

"Where most calendars fail," said another advertising man, "is in the fact that the advertising matter is kept too separate from the monthly tabular matter. The latter usually has no connection with the design, and the type used in the advertising message is frequently too small to be seen at the same distance that the tables can be seen. The tables are generally set in type large enough to be seen across a big room. Probably setting less days to the page—say a week to a page instead of a month—would give you room to introduce real advertising in the body of the calendar—but, then, most people seem to prefer to see a whole month at once. It might be possible to introduce the ad. into the body of the calendar instead of on the cardboard that surrounds it, and surprint the tables."

"I get a number of calendars," said friend wife, "from local stores, but all are from stores where I buy already. As they are the handiest they get my business, anyway." She showed me a co-operative effort lately produced by a number of stores, consisting of a series of panels, each allotted to a different merchant, surrounding the date pad.

Possibly a wider census might show more definite answers. In any case, millions of calendars are probably being planned right now for next year and the year after, and apparently every user of them is not convinced that he gets no results, unless it be that he is loath to abandon a pleasant old custom.

* * *

Muller To Handle Ames-Holden McCready Account

Ames Holden McCready Ltd. announce that after August 15th their advertising will be handled by R. Sykes Muller Co. Ltd. The account has been in the hands of Smith, Denne & Moore.

* * *

The fee for special delivery of letters in Canadian cities has been raised from 10 to 20c effective August 1st.

* * *

The Ingersoll Daily Chronicle, published by N. A. Willoughby, ceased appearing at the end of July, after an existence of three months.

EXCEPTIONAL
BUT NOT EXTRAORDINARY

Exceptional but not extraordinary might best describe the advertising service of the FARMER-OWNED FARM JOURNALS of Canada.

Here is a group of three farm journals covering the English-speaking farmers of Canada from the Atlantic to the Rockies. Each is owned by the United Farmers' organization in its respective field. Co-operation is one of the three fundamental principles of the movement. What more natural, therefore, but that the papers, distinct as individuals, should co-operate in their advertising service.

And so the advertiser can buy this group as a whole or by sections—East, Centre or West. Either way he is assured that unique reader-interest which is such a natural outcome of reader ownership. In each paper, too, he gets the largest farm journal circulation in its field at a rate surprisingly low for the service. Each paper is a member of the A.B.C.

This joint or several service is exceptional simply because it is not available elsewhere. It is not extraordinary because it is a logical step for these papers to take in their endeavour to give advertisers better service.

Consult your Advertising Agency or write to the nearest office.

Canada's Farmer-Owned Farm Journals

GRAIN GROWERS' GUIDE

Covering Manitoba Saskatchewan and Alberta

Circulation 65,000 - Rate 65 cents.

THE FARMERS' SUN

Circulation 40,165 **Covering Ontario** *Rate 15 cents.*

UNITED FARMERS' GUIDE

Covering Nova Scotia, New Brunswick and Prince Edward Island

Circulation 20.000 - Rate 18 cents.

ADVERTISING OFFICES AT

NEW YORK, N.Y. : 1478 Broadway
TORONTO, ONT. : 229 Queen St. W.
MONTREAL, QUE. : Gardenvale P.O.
WINNIPEG, MAN. : 290 Vaughan St.

To Strengthen Commercial Ties Between Canada and Empire

Extracts from an article on "Reciprocal Trade With Canada," contributed to the Department of Trade and Commerce Weekly Bulletin

By Sir Peter Rylands

President of The Federation of British Industries.

In the first place, the United Kingdom needs Canadian products. The British Isles are dependent upon supplies from overseas both for raw and semi-manufactured materials, to keep its factories working, and for food for its 50,000,000 inhabitants. Great Britain can never hope to supply her own requirements, either in the way of food or raw materials; both must be imported from abroad.

BRITAIN NEEDS CANADIAN PRODUCTS

Canada, one of the world's greatest existing granaries, is in a position not only to supply food for the teeming population of industrial Britain, but to a large degree those raw materials of which the industries of the north stand to need. The Dominion is one of the richest potential sources of minerals and timber. Her vast natural wealth in iron, lead, copper and silver, is still, to all intents and purposes, unexploited. She is already the world's largest producer of nickel, corundum and asbestos, while her wealth in timber is larger than that of any other country in the world.

All these products are needed by Great Britain. From what source could they be more conveniently obtained than from Canada, which of all the countries within the Empire is within easiest touch of the great west coast ports, such as Manchester, Glasgow and Liverpool. The United Kingdom must pay her bill for food and raw materials by exporting her manufactured articles, of which Canada, as a country still relatively undeveloped, stands in need.

GOODS AND CAPITAL WANTED

This raises the second point, that Canada needs English goods and English capital for her development. The industrial prosperity of Canada will depend upon her successful resistance to foreign competition, which may be confidently expected to become increasingly fierce as the years go on. Standing alone, the danger exists that the growing industries of the Dominion may be swamped by the activities of her competitors. This danger may be appreciably minimized by the British Empire presenting a united front to competition from outside it. The Empire is able to do this owing to the fact that it is in realty an economic entity; in other words—the requirements either in raw materials, foodstuffs, or manufactured goods of one part of the Empire can in almost every case be supplied from some other member within the Imperial comity. Everything that can be done to strengthen inter-Imperial commerce must react to the benefit of Canada.

SHOULD ERECT FACTORIES HERE

Any increase in the exchange of goods between the United Kingdom and Canada will make for a better understanding and better relations, but manufacturers in Great Britain can also help in the development of the Dominion by investing capital in Canada. One of the most important ways by which this can be effected is by the erection of British factories there. The United States has already recognized the importance of such action and it is significant that in 1919, in the city of Toronto alone, twenty-one American branch factories were opened as against one British. In fact, it is only to be expected that the United States, favored as she is by her geographical juxtaposition, will do everything in her power to exploit the great riches of the Dominion.

Difficult though it may be at the present moment for industrialists in the United Kingdom to find the capital necessary for opening up works in Canada, it should not be lost sight of that the chance of securing a share for the United Kingdom in the great industrial future of Canada which exists to-day, may be gone tomorrow.

From both standpoints, therefore, it is to the best interest of both nations that every effort should be made to strengthen the commercial ties between them.

✣ ✣ ✣

Western Newspaper Ad. Managers Meet at Banff September 19th and 20th

The Western Daily Newspaper Advertising Managers' Association, organized at a convention in February at Calgary, will hold its semi-annual meeting at Banff, Alberta, on September 19th and 20th, in conjunction with the international convention of circulation managers which is to be held there on those dates.

O. L. Spencer, advertising manager of *The Calgary Herald*, and W. C. Russell, advertising manager of *The Vancouver Province*, who were the prime movers of the organization, have made every effort during the summer months to secure a representative attendance at the Banff meeting.

✣ ✣ ✣

The municipalities of the Niagara Peninsula have been invited to send representatives to a joint meeting of several Chambers of Commerce to be held at St. Catharines for the purpose of discussing improvements in the distribution of Canadian morning newspapers throughout that territory. Owing to the way in which the railway time tables are arranged the Toronto morning papers cannot reach the peninsula until noon, but the American papers enter it early in the morning and have the field to themselves. The dissemination of so much American news and American opinion, practically to the exclusion of Canadian, is felt to have an undesirable influence.

✣ ✣ ✣

The Hamilton Advertisers' Agency Ltd., is preparing a campaign for The Halliday Company, Hamilton, manufacturers of roofing and other products, which will appear shortly.

✣ ✣ ✣

A western campaign for the Canadian Aladdin Co. Ltd., is being sent out by J. J. Gibbons Ltd.

✣ ✣ ✣

The fourth annual International Convention and Exposition of the Direct Mail Advertising Association Inc., and its affiliated organizations, The Association of House Organ Editors and The Better Letters Association, will be held at Springfield, Mass., October 25, 26 and 27. Leading printers, lithographers and allied industries will exhibit.

✣ ✣ ✣

M. M. Dillon, Port Dover, is secretary of a newly-organized association of clay product manufacturers. The trade-mark, "Guaranteed Clay-Craft" is being used by the members of the association, which includes: Tilbury Brick & Tile Co., Ltd., Tilbury; London Clay Products, Ltd., London; Armstrong Bros., Fletcher; Erie Clay Products, Ltd., Port Dover; William Hallatt, Merlin; Alfred Wehlann, Cairo; Hallett & Son, Comber; Aaron Hill, Essex, and H. C. Baird, Son & Co., Ltd., Parkhill.

✣ ✣ ✣

According to the latest statistics available wholesale prices are now 51 per cent. above the pre-war level and retail prices are still 62 per cent. higher. But during the last period for comparison retail prices receded 23 per cent. while wholesale prices only receded one-half of one per cent.

✣ ✣ ✣

The British Columbia Traffic and Credit Association has just been organized by the various associations of fruit growers in that province to market the B.C. crop of fruit and vegetables. E. Doberer is the president of the new organization, and R. M. Winslow is manager-secretary with headquarters at Vernon, B.C.

✣ ✣ ✣

Plans for a co-operative advertising campaign in the principal markets of the world are now being formulated by the Federation of British Industries, embracing 28,000 British business houses.

✣ ✣ ✣

A forty-eight page book entitled "The Evidence of Those Who Know" has been issued recently by *The Gazette*, Montreal. The book reproduces in facsimile 40 or more letters from manufacturers and retailers expressing their appreciation of results gained from advertising in *The Gazette's* columns. A brief history of the paper from its founding in 1778 by Fleury Mesplet, a printer brought to Montreal by Benjamin Franklin in 1776, is appended. From the standpoint of format this book is one of the handsomest pieces of promotion literature issued in recent years by a Canadian newspaper.

✣ ✣ ✣

A. B. Freer, representative of the Toronto Car Advertising Company for the past six years, joined the staff of the E. L. Ruddy Co., Ltd., August 1st.

'Cashing In' on Exhibition Publicity

MANY National Advertisers of Pure Foods trace increased sales, directly and indirectly, to the Publicity of the Pure Food Show at the Central Canada Exhibition.

In 1920 the following firms of International repute, among many others, exhibited at the Ottawa Pure Food Show—the largest of its kind on the Continent:

Canadian Milk Products	Dominion Canners	Swift Canadian
McLaren Imperial Cheese	Eggo Baking Powder	Kellogg
Thos. Lipton	Ogilvie's Flour	Welch's Grape Juice
Christie Brown	Wagstaffe	Cowan's Cocoa
T. A. Lytle	Wm. Clark, Ltd.	E. W. Gillett Co.
Harris Abbatoir	Red Rose Tea	Thermokept Coffee
Chase and Sanborn	Jello	E. D. Smith

The one sure way to 'cash in' on Exhibition Publicity is to concentrate advertising (as they did) in THE OTTAWA JOURNAL—"the paper in Ottawa that 'goes home'."
The attendance at the 1921 Fair bids fair to pass the 400,000 mark—a splendid prospective clientele of consumers, dealers and jobbers approachable along the line of least resistance through their favorite medium, THE OTTAWA JOURNAL.

Note the steady and consistent growth of THE JOURNAL DAILIES.

A.B.C. Statement at March 31st, 1921	Net Paid	27,061
A.B.C. Statement at March 31st, 1920	Net Paid	25,143
	Increase in 12 months	1,918

Average Net Paid Circulation for the 6 months ending June 30, 1921 **27,286** **Copies Daily**

Average Paid City and Suburban Circulation for June, 1921 . . 21,785 Copies Daily

Central Canada Exhibition, Ottawa, September 9th to 19th, 1921

The Ottawa Morning Journal ***The Ottawa Evening Journal***

(Members A.B.C.)

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East **MONTREAL**—J. B. Rathbone, Manager, 317 Transportation Bldg
LONDON, ENG.—Robert Houston, Effingham House, 1 Arundel St. Strand, W.C. 2

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. **CHICAGO**—1036 Peoples Gas Bldg. **BOSTON**—Old South Bldg.

Herbert N. Casson's

FIFTH TIP ON ADVERTISING

entitled

"Write Your Advertisement From the Customer's Point of View"

will appear in the September 1st. issue of

Marketing

Subscribe for

THE MAILBAG

A Journal of Direct-Mail Advertising

Edited by Tim Thrift, it is the recognized Text-book on this important phase of advertising.

Let the Brains and Experience of Experts Help Solve Your Direct-Mail Problems

The Mailbag isn't made by one man. It couldn't be and be what it is—a symposium of the best thought on the subject. It is really edited by many men, in many lines, who have solved problems like your own.

Send $2.00 for a year's subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2.00 per year, but please include 30c. exchange. Thank yau.

A Definition of Enthusiasm

By R. Sykes Muller

Some time ago, when addressing a convention of salesmen on a campaign for a client, a bright young man asked me how I got so much enthusiasm. I told him that he would have as much enthusiasm as I when he had learned my definition, and had gained the factors in that definition which made up my enthusiasm.

Here is what I told him:—

"Enthusiasm is made up of 70% confidence in yourself; 10% confidence in your product or service; 10% knowledge of your product or service and its competition; 10% willingness to work.

Enthusiasm also includes ability which is bred of knowledge. Enthusiasm stimulates ambition.

This bare definition of enthusiasm isn't enough in itself to direct the average man so that he will obtain it, therefore, to make it easy of understanding, I have qualified the definition by the percentages shown above.

By 70% confidence in yourself I mean absolute confidence in your ability to do, which is by far the greatest portion of enthusiasm. With this percentage, you have all the confidence that you can possibly obtain. Nothing holds any terrors where your success is concerned. You surmount obstacles that seem impossible at first glance. Any problem that comes to you is taken care of or adjusted, because you just know that you can handle it. Seldom, if ever, will you refuse to attempt a difficult problem — the more difficult the more "zip" and interest a problem seems to contain.

By 10% confidence in your product, I mean all the confidence that you can have for that product or service.

By 10% knowledge of your product or service and knowledge of your competition is meant all that there is to know about your product or service; the kind of people that use it; its complete utility; its intrinsic worth; its wearing qualities and everything that goes to make it and its market,—as well as a clear knowledge of your competition; its products or service; its methods; its standing; its humanity and other points where it touches you and your organization.

By 10% willingness to work I mean incessant effort—not only with your hands but also with your mind —for the benefit of your organization. Whether you are the president or the office boy, it matters not; for many office boys have become presidents. Therefore, no man in an organization can "pass the buck" if that organization is to realize its greatest success, and if its officials and employees are to benefit by that success.

Work and thinking are indicated in the selling of product; in helping to better the product or service; shortening a process; beautifying a design; enhancing the wearing qualities; improving methods of packing and distribution; in helping others in the organization; in helping distributors of the product and in building good-will with those distributors and users, even though many of these suggestion may not apply to the particular job for which you were hired. So that 10% willingness to work really represents every effort that you can put forth from a common-sense standpoint for your company.

To gain enthusiasm, you must first have confidence which is born of knowledge gained through analysis.

Excitement caused by a highly satisfactory condition is sometimes mistaken for enthusiasm: the next day often looks "blue." Enthusiasm knows no "blueness."

* * *

Year Book For 1921 is Now Assured

The publication of the proposed "Advertising Year Book for 1921," based upon addresses and actions of the Atlanta Advertising Convention, is now assured, according to Herbert S. Houston, of Doubleday Page & Co., who for several years has been chairman of the Publications Committee of the A.A.C. of W. Orders for the book should be placed with P. S. Florea, manager of the Associated Advertising Clubs, 110 W. 40th St., New York City.

* * *

George E. Kingsford, recently returned to Toronto from Hong Kong, claims that two changes are necessary before Canada can expect to get even a slice of Chinese trade. It takes six week to two months for Canadian mail to reach China from Vancouver, whereas United States mail makes the trip in 27 days. This is one of the problems which require remedying; the other is that at present in South China all banking has to go through the United States in order to get the benefit of the difference in rate between the States and Canada.

Although a British colony since 1841 most banks in Hong Kong have never heard of Canada. They ask if it is in the United States, which they call "The Old Gold Mountain Country."

* * *

H. H. Bradley of Springfield, Mass., has been engaged by the Stevens Hepner Co., of Port Elgin, Ont., to develop a new branch of their business, the manufacture of ivory and ebony hand mirrors.

* * *

The St. John Standard was temporarily suspended on July 22nd pending reorganization and the taking over of the business by new interests. On resumption, which is expected shortly, the *Standard* will be issued as a straight Conservative organ.

* * *

George R. Berry has resigned as sales manager of the Packard Motor Car Company, after 14 years service, to enter business with the Packard distributor in California.

TWO GOOD NEWSPAPERS in a field of immense buying power

The only Mediums Through Which National Advertisers Can Penetrate This Prosperous Field—

Northern and Central Saskatchewan

The Saskatoon Daily Star

SASKATCHEWAN'S GREATEST NEWSPAPER

and

The Saskatoon Phoenix

ONLY Morning Newspaper in Northern Saskatchewan

W. F. HERMAN, Proprietor

Also proprietor of The Border Cities Star, Windsor, Ont.

National Advertising Representatives—

F. W. THOMPSON,
100 King St. West, Toronto, Ont.

W. H. STOCKWELL,
People's Gas Bldg., Chicago, Ill.

C. E. MILLER,
235 Fifth Avenue, New York.

Reader Confidence

THIS, the most cherished possession of the Proprietors of the OTTAWA FARM JOURNAL, is maintained and safeguarded in every possible way.

All questionable, unclean, 'fly-by-night,' oil stock and 'get-rich-quick' advertising is rigorously excluded.

Its editorials and articles 'breathe conviction' because its editors and contributors are acknowledged authorities on all matters affecting the Central Canada farmer.

More than 16% of its subscribers address personal letters each year to the FARM JOURNAL editors, on every conceivable topic affecting their home and business interests.

OTTAWA FARM JOURNAL readers are satisfied to be guided by its advice, and are particularly responsive to its advertising announcements.

To reach the prosperous Ruralists of the Great Central Dairy Belt you cannot overlook the medium with 90% greater distribution in this territory than any other Farm Paper.

Average Net Paid Circulation For Six Months Ending June, 1921 . **24,577**

The Ottawa Farm Journal

(Member A.B.C.)

BRANCHES—

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

Better Business Letters

(*Continued from page 544*)

that little extra touch of special, personal attention. Today, more than ever, with competition so fierce as to threaten the very lifeblood of business at times, Service and Service ideal are vital necessities. That is why those letters that include the Good Will element, that do everything in their power to make the reader feel their genuine desire to be of help, are the letters that are doing the business at times when most people say "It can't be done."

A great editor once told me that the most successful editorial was the one that told people things that they already knew. If we carry that idea into the business world, and especially the correspondence end of it, we will find that the successful letter writer is the one who not only tells people something they already knew. He helps them *apply it to their lives* in a way that will meet with the very least resistance on their part and in a manner that will make them feel that by purchasing the articles suggested by the letter, they are helping themselves in no uncertain measure!

After all, busy reader, this mad eargerness on our part to get back to normal, to do more business, to start a better, richer stream of lifeblood flowing through our arteries of commerce requires less of the sensational, glittering schemes that are offered as panaceas and more attention to the factors that lie on our very thresholds. Too many of us go far afield for cures and remedies, only to find almost the entire solution to our ills right in our own homes, had we ever thought of cultivating our own plot of ground more intensively.

So it is in this matter of eliminating sales resistance in our letters. It isn't so much new and startling schemes that we need as it is the weeding out of the rank, haphazard, careless growths we have allowed to graft themselves upon our correspondence in the years when it mattered little what one said, so long as he had goods to sell to a clamoring, eager-to-buy public. That is why the few concerns that are studying this problem with the hope of finding the remedy for sick sales in their own organization and in their own methods of procedure, are reaping unusually splendid results by the three means we have just discussed.

We Take Our Own Medicine

Upon taking over THE VANCOUVER DAILY WORLD, the new publishers desired larger "circulation." To get results, they decided to take a dose of their own medicine—ADVERTISING. Circulation promotion, regardless of much pretense to the contrary, is merely the process of advertising and demonstrating a Newspaper's merit to the public. To this end, almost any legitimate device that will help in that direction, is justified, provided it produces results. Our Prescription calls for all the newspaper-space that we can buy with competitors, or others. Bill-boards, street-cars, and sundry other mediums.

You Are Interested In The Results

The medicine is taking effect. To date, we have added 4,000 new names to our circulation lists,—ninety-seven per cent. home delivery. Approximately 16,000 more readers. And our "circulation" is still improving.

Vancouver Daily World

FOR INFORMATION

Eastern Agent
J. B. RATHBONE,
95 King East, TORONTO. 317 Transportation Bldg., MONTREAL.

And Recognized Agencies.

98,000

AGATE LINES

of
Foreign Display
Advertising is
the Record
of

The

Reformer

OSHAWA

For the first four months
of this year

PUBLISHED
Every Other Day
Tuesday
Thursday
Saturday

INCLUDE IT IN YOUR "DAILY" LIST

Advertising Rates have not kept pace with increased costs.

In November, 1917, our minimum rate was 1 cent per line, today our minimum rate is 1½ cents a line, an increase of 50 per cent.

In November, 1917, our circulation averaged 3,608daily, today our daily average is over 5,500, an increase of over 52 per cent.

In 1917 newsprint cost us $50 per ton, today it costs $95, an increase of 90 per cent.

In 1917 our wage scale was $15, today it is $30, an increase of 100 per cent.

It has taken careful economy and increased efficiency to keep the rates down to the present minimum, and advertisers are getting value for every dollar they spend in the Record

Member of A.B.C.

The News Record
LIMITED
Kitchener, Ont.

Wage Reductions From 5 to 20 per cent. Are General Throughout Canada

From five to twenty per cent. wage reductions have taken place in the leading industries throughout Canada since the close of 1920. Statistics compiled for the July number of the *Labor Gazette* show the decrease to be fairly universal.

As compared with this five and twenty per cent reduction in wages, the cost of the family budget for a week in June, 1921, according to the *Labor Gazette*, amounted to $11.16, as compared with $16.92 for the same articles in June, 1920. Wholesale prices have fallen 41 per cent. on an average of 53 leading articles of consumption, as compared with the high point reached in May, 1920.

* * *

C. H. Ralph, formerly of Bowes Limited, has joined the staff of the Might Directories Limited, Toronto, as sales and advertising counsel conjointly with Ernest Lawson, latterly in the insurance business. Mr. Ralph will continue to handle the advertising account of Bowes Limited.

* * *

A. McQuarrie, who has been connected with the offices of McConnell & Ferguson, Toronto, has taken over the management of the *Goderich Signal*.

* * *

Orders for the Super-Cement (America) Limited, 23 Scott street, Toronto, manufacturing Super-Cement are being sent to a list of dailies and farm publications, by the James Fisher Company, Toronto.

* * *

Instructions and copy have been sent to a selected list of daily newspapers advertising a prize photographic competition held by the Disappearing Propeller Boat Company, Limited, 93 King Street West, Toronto, in behalf of the Disappearing Propeller Boat. The advertising is being placed by the Toronto office of the Desbarats Agency.

* * *

That the magazines of Canada are getting better treatment from Canadian newsdealers in the matter of window and store display is evidenced by a window-display of MacLean's Magazine made by the Russell-Lang bookstore, Winnipeg, a photograph of which is being circulated as promotion matter by the MacLean Publishing Company.

* * *

E. D. Ring, formerly with the Herald Press Ltd. of Montreal, has been made manager of the copy department of the Larchar-Horton Co., Providence, R.I.

* * *

Park S. Florea has resigned from the general managership of the Associated Advertising Clubs of the World, effective November 1st. He will continue as secretary and treasurer of the organization until the next convention.

* * *

The Thomas M. Bowers Advertising Agency, Chicago, has secured the account ers of Society Brand Clothes. A newspaper campaign will be commenced shortly.

* * *

R. Sykes Miller Co. Limited, Advertising Merchandising Service, Montreal, has opened a branch office at 323 Ryrie Building, Toronto, in charge of C. W. McDiarmid and Geo. M. Rae.

First Census Figures Issued

The Dominion Census Bureau, Ottawa, has just issued the following preliminary population figures for the 1921 census recently completed. The figures are subject to revision:

	1921	1911
Victoria City	38,775	31,660
North Vancouver	9,987	8,196
Lethbridge	11,055	8,050
Brantford	29,372	23,132
Kingston	23,096	18,374
London	53,592	46,300
Stratford	15,987	12,946
Woodstock	9,659	9,320
Oshawa	11,552	7,436
Brockville	9,057	9,374
Hull	23,867	18,222
St. Hyacinthe	10,852	9,797
Sherbrooke	22,097	16,405
Westmount	16,587	14,579
Halifax	70,203	46,619
Charlottetown	12,329	11,203

* * *

Bank Clearings For Half Year In Excess of 1918

Bank clearings in the last half year decreased 11 per cent in Canada, from $9,238,404,000 to $8,294,275,000, while in the United States the shrinkage was slightly more than 22 per cent. In volume, Montreal ranks ninth among the cities of the continent, the respective positions in point of bank clearings for the first six months of this year being:

New York	$98,016,146,000
Chicago	13,085,669,000
Philadelphia	10,244,229,000
Boston	7,061,827,000
Kansas City	3,816,903,000
Pittsburgh	3,657,082,000
St. Louis	3,094,129,000
San Francisco	3,268,400,000
Montreal	2,891,445,000
Toronto	2,541,147,000

In considering these figures it is to be remembered that they are not materially reduced from the first half year of 1919, and are actually in excess of those for 1918.

* * *

Herbert Vanderhoof, founder of *Canada West*, which was later changed to *Canada Monthly*, and formerly widely known as the advertising representative of the C.P.R., G.T.R., the Hudson's Bay Company, died at his home in Chicago on August 7, after a year's illness. He began newspaper work in Portland, Maine. The town of Vanderhoof in British Columbia was named for him.

* * *

The Moore Type Foundry, Toronto, one of the signers of the agreement to maintain an open shop according to principles laid down by the Typothetae, has been bulletined as having signed up with the Typographical Union on the 44-hour basis.

* * *

The International Harvester Company's plant at Chatham, which has previously been devoted to the manufacture of wagons and sleighs, is being equipped to commence production of International motor trucks in Canada. Increase in the demand for these trucks, which hitherto have been imported from the United States has decided the company to establish a factory in the Dominion.

* * *

Gordon L. Collins has succeeded A. C. Iler as advertising manager of the Western Canada Flour Mills Co., Ltd., Toronto.

First Canadian Magazine Issued Without Aid Of Type

The August issue of *Everywoman's World* is the first number of a Canadian magazine to appear with its entire editorial contents prepared without the aid of type.

The body matter of the entire 40 pages has been printed by the typewriter-photo-engraving process which *The Literary Digest* made familiar to many Canadian readers during the New York printers' strike two years ago. If anything the effect secured by *Everywoman's World* is better and more pleasing than was achieved by *The Literary Digest* owing to the careful spacing of lines which brings the type flush at each side of the column, and obviates the ragged appearance of the left-hand side.

"It was exacting work," says the Editor in a "contents page" commentary on the unique issue, "quite unlike anything a typist ever expects to do. Twice, three times, four times, were the columns typed to obtain the required appearance, until the final result has satisfied us that we have, under adverse conditions, produced a magazine worthy of us and worthy of the acceptance of our readers."

The announcement that the September issue of *Everywoman's World* will appear in its regular form is an indication of the strike situation in the Continental Publishing Company's shop.

* * *

Montreal Typographical School Getting On Its Feet

Progress continues to be reported by the Employing Printers of Montreal, whose number of employees has grown from 53 on July 2 to about 250 now—getting on to the 330 men who, owing to conditions being below normal before the strike, are all that were employed in the 45 shops concerned. The training school which is to protect employers against striking printers is now a going concern, and men are being trained to become efficient monotype and linotype keyboard operators, also as hand compositors and caster men. The refusal of the men to arbitrate is set out as the reason for this direct action, and it is added that men at present in the training school will be able to set type for the trade by August 15th.

The newspaper compositors have not been affected by the strike, those on the English papers having an agreement in force that does not expire for another fifteen months. Compositors on the French *La Patrie*, *La Presse* and *Le Canada*, have agreed to accept the same working agreement as signed by men on the English papers some time ago, calling for a 48 hour week at $36 a week, it is announced by the Employing Printers' Association at the Montreal Board of Trade Building. The new agreement is for one year, expiring September 1922, when the English agreement will also expire.

* * *

B. H. Morgan, chairman of the Council of the British Empire Producers' Organization of London, England, recently conferred with representatives of the Canadian Manufacturers' Association in Toronto on the question of securing a large market and greater financial support for Canadian industry in Great Britain. Mr. Morgan will probably address a public meeting of manufacturers in Toronto on September 7th.

If it is HOMES you Wish to Reach

London is a home city—a city of fine homes and home-like people.

The district that surrounds London reflects the same qualities—fine farms, fine villages, splendid towns, and more good homes.

It is into these homes that the story of your product should travel.

The columns of the London "Free Press"—the home paper of the majority of the residents of London and Western Ontario—is the route that most successful advertisers choose.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices—

MONTREAL	E. L. McArthur	224 St. James St.
TORONTO	E. J. Guy	Room 302 Royal Bank Building
CHICAGO	C. W. Wallis	1243 First Nat. Bank Building
NEW YORK	D. J. Randall	341 Fifth Avenue
GREAT BRITAIN	Robt. Houston	1 Arundel St., W.C. 2, London

Concentrated Selling
Backed by Local Advertising Gets The Business

YOU can get bigger results from the same amount of sales effort by going after business in the smaller or medium sized cities of Quebec province. Quebec and Three Rivers particularly are worthy of special attention right now.

With a moderate advertising expenditure you can reach all the best purchasing classes in both cities by using

L'EVENEMENT, Quebec, & LE NOUVELLISTE, Three Rivers

French-Speaking Canada's TWO MOST ENTERPRISING NEWSPAPERS

A.B.C. Membership Accepted

General Advertising Office, 30 St. John Street, Montreal

Canada's Richest Province per capita.

Like little Belgium—the most densely populated spot in Europe—the smallest province in Canada is also the most thickly settled. Its inhabitants are entirely English-speaking. Over 90% of the people in

PRINCE EDWARD ISLAND

own their own homes. These 18,000 families are the richest people in the Dominion per capita. Almost every one of them reads either

The Charlottetown **Guardian**

OR THE

Examiner

the two mediums through which national advertisers can completely penetrate this prosperous field.

Kingston—

A city of 25,000 people, where business is good.

The British Whig—

A daily with 6,414 average circulation, all A.B.C. — that serves 81% of the city.

Does this not suggest something to you, Mr. Advertiser?

June Trade Balance Turns In Favor of Dominion

The outstanding feature of the monthly summary of Canadian trade issued by the Department of Customs was found in the fact that the balance of trade is shown to have turned in Canada's favor to the extent of $932,641. Otherwise there was little apparent change in the general trend of trade for the period under review. A further contraction of both imports and exports is noted.

Among the items that helped to turn the favorable balance of trade were agricultural products. Imports amounted to $11,217,561 while exports totalled $24,905,421. The excess of agricultural exports over imports for the month amounted to $13,688,860 as compared with about $9,000,000 in the month of May.

* * *

Great Britain Again Canada's Best Customer

With the emergency tarriff shutting out exports to the United States, the United Kingdom is again becoming Canada's best customer. During June she once more went into that position, and that for the first time since December, 1919. There is every reason to think that as the months go on, the United Kingdom's lead will be increased for the exports of grain thereto will undoubtedly be heavy during the remainder of the present year.

The value of exports to the United States during June was less than 50 per cent. of that for the same month last year, the drop having been from $45,908,676 to $22,643,621. These figures relate to domestic exports only, the others being of little comparative account. This is the lowest figure to which these exports have fallen since April, 1917.

* * *

The first Canadian convention of the Society of Chemical Industry, which, with its many branches, covers the whole British Empire, will open in Montreal, August 22, with Sir William Pope, president, in the chair. It is anticipated that over two hundred chemists from all parts of the Empire will be in attendance.

* * *

Work is to be immediately begun in Montreal on a program that calls for 1,700 substantial brick houses for workmen. A corporation composed largely of business men, who feel that the housing shortage is handicapping the industrial progress of the city, will finance the project.

* * *

The formation of a permanent connection between the wool growers of Canada and Bradford manufacturers is the object of the present visit to England of J. O. Brien, of the Canadian Woolgrowers' Association.

* * *

A new campaign for the E. B. Eddy Co. Ltd., made its appearance in newspapers at the beginning of the month, advertising Eddy's "Onliwon" Toilet Paper Holder. The copy is being placed by the Montreal office of Smith, Denne & Moore.

* * *

John Garrison Palmer, president and general manager of the Canadian Kodak Co. Ltd., died at his home in Toronto, after an illness of five weeks' duration, at the age of 67, on August 4th. Mr. Palmer came to Canada to establish the Canadian end of the Kodak business in 1899.

Toronto Builders Use Co-operative Copy To Influence House Buying

Almost as though in answer to the editorial in the last issue of MARKETING concerning conditions in the building industry, there immediately appeared in Toronto papers the start of a small campaign, placed direct by the Toronto Home Builders' Association, urging the immediate buying of homes. This organization has 187 members among local builders who recently formed a limited liability company, known as Community Builders Ltd., in order to buy materials more cheaply in quantitative lots. The association, which is directly associated with the company, has offices at 26 Wellington St., East. J. MacPherson is the secretary.

* * *

Edmonton Journal's Directorate Is Enlarged

Following John M. Imrie's assumption of the managing directorship of the Edmonton Journal the directorate has been enlarged to include, besides Mr. Imrie, Charles R. Morrison, managing editor; Arthur Yockney, business manager, and A. B. Watt, editor in charge of the editorial page. The new directors and George B. Cooper, advertising manager, have acquired stock in the new company which is being incorporated under Alberta laws. Mr. Yockney becomes secretary-treasurer of the new organization.

* * *

Regina is enjoying a house-building boom, and by the end of the season there will be at least 250 new dwellings erected in the city. While the majority of the buildings are one and one and a half storey frame dwellings, a large number are for substantial and expensive homes. It is claimed to be the greatest building boom since the "big year" (1912) when houses literally bobbed up over night, like mushrooms.

* * *

Offices of the advertising department of Canadian Explosive Limited have been moved to the plant of The Arlington Company of Canada, Ltd., a subsidiary, 103 Lannes St., Montreal.

* * *

F. A. Acland, former Deputy Minister of Labor, has been appointed King's Printer and Controller of Stationery at Ottawa. Mr. Acland is a former newspaper man, and after some experience in this line in England, he joined the staff of the *Toronto Globe* in 1883, going later to various newspapers in the United States before becoming connected with the Department of Labor in 1907.

* * *

The new Durant Motor Corporation, which was recently started at Flint, Mich, has been in negotiation for a Montreal plant, at which it is intended to handle its Canadian and export business. It is said that the main product of the Durant Motors Corporation will consist of a car that will sell in the neighborhood of $1,000.

* * *

The Dairy Industry Association of the Province of Quebec, in annual session in Montreal, decided to inaugurate a publicity campaign in the newspapers with the object of encouraging greater consumption of milk and milk products. A falling off of cheese and milk exports since the has emphasized the importance of the home market.

Advertisers Demanding Lower Rates

(Continued from page 535)

The Toronto *Globe*, in a letter to MARKETING published in the last issue, calculates its increase in manufacture per agate line as being 134% since 1913, whereas its Milline rate has advanced only 56% in the same period.

If information similar to these two examples, but based on a settled period of years had been furnished by every paper the deductions therefrom might have been much more conclusive.

It is apparent, however, from the mass of data furnished MARKETING that many publishers are in a position to defend the maintenance of existing rates without the possibility of being accused of unreasonableness. On the other hand, it is obvious that high rates, no matter how thoroughly justified by manufacturing costs, will tend to raise a deadlock in the business of advertising as it has in most other lines; and the question for the publishers to decide will be whether it would not be better to bring rates down, even in the slightest degree, if it will stimulate advertising and hence business generally, rather than carry a small volume of business and retard the general return of trade to a point approaching normal.

Meanwhile the advertiser in many cases is keeping down advertising costs by economy in the size of his copy, the frequency of insertions, and the number of mediums used. By this means he manages to carry on a schedule which, owing to the smaller volume of advertising now being carried, probably creates as much attention and pulls results as gratifying as did the extravagant copy he put out during the boom times.

✣ ✣ ✣

Copy measuring three columns by 125 lines has been sent out to a selected list of Canadian dailies for Fairbanks Dial Scales, manufactured by the Canadian Fairbanks-Morse Co., Limited, Toronto. The account is handled by the R. Sykes Muller Agency, Montreal. This company is also placing large-size copy in a number of important daily newspapers for Minty's Tooth Paste, manufactured by Palmers Limited, 100 Latour Street, Montreal.

✣ ✣ ✣

North Bay expects to have a daily newspaper by September 1st, a building having been rented for 3 years from August 1st by the *Cobalt Daily Nugget*, whose owners plan to furnish North Bay with a daily.

CHANGING GEAR?

Business may be changing gear — but that's no reason for going into reverse. In Quebec, advertisers who want their market to stay with them, are staying with their market by advertising in

The Telegraph

NOW!

THE STRENGTH OF "*The Retail Grocer and Provisioner*"

lies in the fact that it is edited purely and simply to interest retailers.

It is not a newspaper, with current news and gossip of interest to manufacturers, jobbers, and travellers—it is a trade journal or magazine full of merchandizing hints and suggestions for the retailer.

That's why its subscription list is 100% effective for the advertiser wanting to influence retail grocers and provision dealers.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL 51 Wellington W., TORONTO

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

NELSON

is the wholesale and jobbing centre of Southern British Columbia and is situated at the heart of a rich mining district which can only be reached by the use of the Nelson Daily News

Members A.B.C.

The

Daily News

The Only Daily in the Interior of British Columbia

Nelson, B.C.

Why not cover Toronto with *Montreal* papers?

Absurd, naturally, to even consider it seriously.

Yet sometimes an advertiser will feel he can get a showing in the Maritimes in precisely this way.

Advertisers, of course, who are in the know, don't fail to include the Maritimes in their campaigns by using Maritime dailies.

Inexpensive so far as New Brunswick is concerned—the Telegraph-Times-Star combination at 6 cents per line is the reason.

Send for information and A.B.C. Reports.

The Daily Telegraph
AND
Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

"Productive Advertising"

Review of a new Advertising Handbook for Students by Herbert W. Hess.

Attractive in make-up, comprehensive in scope is *Productive Advertising* by Herbert W. Hess, Ph.D., (J. B. Lippincott Co., Philadelphia). As assistant professor of Commerce at the Wharton School of Finance and Commerce, University of Pennsylvania, Dr. Hess has written his book from the academic point of view; though it would no doubt be a mistake to assume that he has done so altogether. In fact a perusal of several of the chapters shows that he has not, for in several instances at least with a laudable desire for accuracy and truth he has enlisted the assistance of practical men, who out of the rich stores of their experience have contributed conjointly valuable and helpful material on the more technical phases of advertising. The chapter on color analysis is a case in point. The book has been written, as the prefatory note informs us, with the idea of giving to the beginner in advertising a logically discussed text, which includes: First, the psychology of advertising; second, the typography of advertising; third, the English of advertising; fourth, the economic implications of advertising; and fifth, throughout the entire work there is insisted upon, a certain philosophical interpretation of all principles involved, which the progress advertiser must ever observe in connection with any creative work he might attempt to perform. Furthermore, there is an insistent demand that the student recognize the relationship between theory and practice as related to advertising.

A WELL-PLANNED PRACTICAL BOOK

The technique of advertising is discussed by Dr. Hess with authority and tact. He does not dogmatize; nor does he urge a blind adherence to traditional rules. Rather does he try to show by precept and example what are the main requirements of sound advertising practice. He studiously avoids the general and the abstract by keeping his his talk and his illustration specific. And in this he is wise. For the advertising field is full of preachers whereas the real teacher is scarce. Faithfully he follows the original design of the book, and in so doing presents a vital and highly useful, if summarized, course in advertising which any advertiser and salesman might well follow with advantage. On rereading this last sentence, I find it sounds like that faint praise which is akin to outright condemnation. Therefore let me add in point of potential usefulness, the standard by which all writing of this kind must be tested, it is one of the most practical books on the subject I have yet seen. Although designed chiefly for classroom use, the questions, problems and suggestions for collateral reading at the end of each chapter may be profitably employed by the home student in mapping out for himself a course of systematic study. He is likely to find also that the spirit of the book will reveal to him either his particular adaptability or his non-adaptability to the field of advertising. In this the Dr. Hess performs what might be termed a unique and extremely valuable service.

* * *

J. Birnie Smith, who has been connected with the advertising departments of both the London Free Press and Advertiser, has been appointed advertising manager of the Advertiser. For the past five years Mr. Birnie has been with the advertising department of the Free Press under H. B. Muir, who assumed direction of the Advertiser on August 1st.

* * *

Charles Holmes, vice-president of Le Prix Courant, has resigned from that concern, and will enter business for himself under the style of the Holmes Advertising and Printing Service, Point Aux Trembles, Montreal. He is now printing Le Cinema. No successor has yet been appointed to him of Le Prix Courant.

* * *

A new fortnight has made its appearance in Montreal, *The Review*, printed and published by J. C. Walsh, 39 St. James street. The printing is being done at the office of the *Financial Times*. Mr. Walsh is an old newspaper man, with service on most present and many defunct Montreal papers to his credit.

* * *

The Royal Lithographing Company has removed from 78 Notre Dame street east to 207 St. James street, by reason of the destruction of their present building to make way for the new Court House.

* * *

John McParland, president of the International Typographical Union, arrived in Quebec August 1, to make preparations for the convention which opened August 6 and will continue until August 13. Other executives who have arrived in Quebec are James J. Hoban of Cleveland, second vice-president; Hugo Miller, New York, fourth vice-president; Charles Smith, New York, third vice-president; John W. Hayes, secretary-treasurer, and Charles Mayer, secretary to President McParland.

* * *

Circulars in many languages are being issued by the Royal Bank of Canada to their different Canadian branches according to their locality. Thus Vancouver gets Japanese, Hindu and Chinese circulars. In "picture" writings such as Chinese, a zinc is made from the "picture," and then a circular plate for use on a Multigraph, from which copies as needed are run off. The languages used so far are Italian, Ukrainian, Spanish, Flemish, Hungarian, German, Polish, French, Jewish and Chinese.

Nearly Five Million Form Letters A Year

The Sherwin-Williams Paint Company, of Chicago, issues over 15,000 processed letters every business day. The majority of these go to prospective customers.

One of the interesting features of this service is that the Sherwin-Williams Company sends the letters out for dealers who supply local names. The series, of course, is designed to help the dealers help themselves.

This is one of several ways that this gigantic company has of linking its extensive national advertising and dealers' sales in a manner that is increasing their business month after month.

In addition to the form letters, each dealer is given out-of-the-ordinary co-operation by special letters to his customers and prospects.

Do You Know—

The Selling Force of Advertising was never more necessary than now? But one advertisement cannot be expected to give full information and all the ideas or results. You need only spend a small percentage of your sales to get it working for you. Suggestions will be given, if requested.

FREDERICK M. HAHN
General Advertising Service
79 Adelaide Street East, Toronto
Telephone Hillcrest 2074W.

ADVERTISING SALESMAN

with splendid connection—Toronto, Ontario, Montreal, Middle U.S.—wishes to learn of publications needing representation in this territory. Trade and Newspaper Advertising a specialty. Commission basis. Office, stenographic and copywriting services supplied. Small drawing account. — Box 18 *Marketing.*

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and Engiand, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

Halifax
Montreal
Ottawa
Toronto

Specially designed for use in the Home

DENNISTEEL *Made in Canada* HOUSE SAFES

These small, compact little safes provide the necessary safety for important papers, jewellery and other valuables kept in the home. At much less cost they take the place of the large expensive safes. For the home or the office that requires more space than provided by the House Safe, Dennisteel Material Cabinets are recommended. All Dennisteel products are fireproof.

WE ALSO MAKE:
Steel Lockers, Steel Shelving, Steel Lavatory Compartments, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds, General Builders' Ironwork.
Canadian Distributors for "BOCA" Solid Steel Sash.
Write for Folders

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Windsor
Winnipeg
Calgary
Vancouver

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

WILL YOU ALSO REAP?

THE farmers of the West, aided and guided by THE NOR'-WEST FARMER, are preparing to reap a crop that promises to be unusually good. Men, horses, and tractors are ready—binders and threshing outfits are tuned up, waiting to cash in on the year's effort of a group who work while others complain.

Are you as well prepared to "save" the crop of business that will immediately follow harvest? Has your advertising machinery and sales threshing outfit been properly overhauled? Will you, when the field of sales is golden, harvest your share?

Whether you will or not, you can!

THE NOR'-WEST FARMER, by far the largest practical farm paper in the West, is read in one out of three English-speaking farm homes from the Great Lakes to the Rockies. And it is read because it helps—helps to establish better homes through increased crops and herds.

Because it is a semi-monthly it cuts a double swath. You garner twice the grain at every round. The actual sales per advertisement are much larger. An appropriation for Western Canada, based on THE NOR'-WEST FARMER, is the best equipment for reaping the coming crop of sales.

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG, CANADA

Member A. B. C.

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

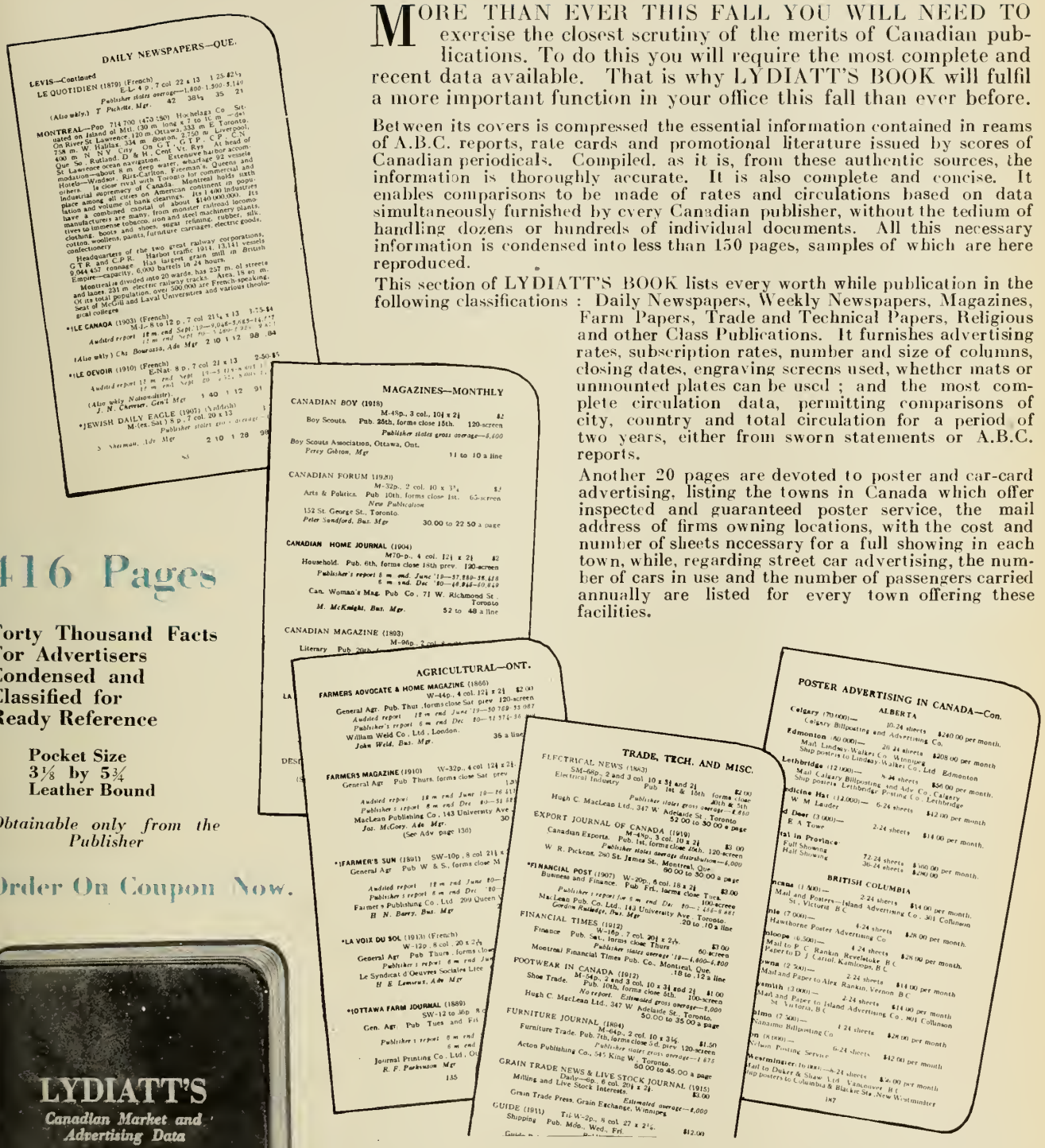
Conditions Demand Careful Space Buying

MORE THAN EVER THIS FALL YOU WILL NEED TO exercise the closest scrutiny of the merits of Canadian publications. To do this you will require the most complete and recent data available. That is why LYDIATT'S BOOK will fulfil a more important function in your office this fall than ever before.

Between its covers is compressed the essential information contained in reams of A.B.C. reports, rate cards and promotional literature issued by scores of Canadian periodicals. Compiled, as it is, from these authentic sources, the information is thoroughly accurate. It is also complete and concise. It enables comparisons to be made of rates and circulations based on data simultaneously furnished by every Canadian publisher, without the tedium of handling dozens or hundreds of individual documents. All this necessary information is condensed into less than 150 pages, samples of which are here reproduced.

This section of LYDIATT'S BOOK lists every worth while publication in the following classifications : Daily Newspapers, Weekly Newspapers, Magazines, Farm Papers, Trade and Technical Papers, Religious and other Class Publications. It furnishes advertising rates, subscription rates, number and size of columns, closing dates, engraving screens used, whether mats or unmounted plates can be used ; and the most complete circulation data, permitting comparisons of city, country and total circulation for a period of two years, either from sworn statements or A.B.C. reports.

Another 20 pages are devoted to poster and car-card advertising, listing the towns in Canada which offer inspected and guaranteed poster service, the mail address of firms owning locations, with the cost and number of sheets necessary for a full showing in each town, while, regarding street car advertising, the number of cars in use and the number of passengers carried annually are listed for every town offering these facilities.



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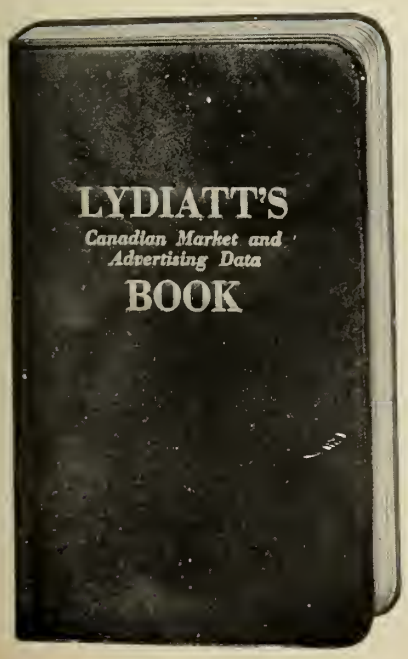

W. A. LYDIATT, Publisher
53 Yonge St., Toronto, Canada

Enclosed find $5.00 for which please mail one copy of 1921 LYDIATT'S BOOK, post paid to :

Name .....

Address .....

THE DOMINATION OF HALIFAX
and
PROSPEROUS NOVA SCOTIA

by The Halifax Herald and The Evening Mail is daily becoming more evident.

Advertisers looking for a market in this prosperous Province should carefully study the circulation figures of the Halifax papers.

The publisher's statement to the A.B.C. for the six months ending March 31st, will give these and it shows that

THE HALIFAX HERALD
AND
THE EVENING MAIL

lead all others in Net Paid Circulation by more than

10,000 Copies Every Day

Write and we will gladly send complete information about prosperous Nova Scotia.

The Halifax Herald
and
The Evening Mail

Volume XV.
Number 17

TORONTO SEPTEMBER 1st, 1921

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by
W.A.Lydiatt

D'Allaird Blouses

TWENTY-ONE STORES IN CANADA

IN each of the larger cities throughout Canada there is a D'Allaird Blouse Shop where women can buy at remarkably low prices, blouses that for style, fit and material cannot be equalled in Canada.

That Canadian women are appreciative of D'Allaird values is amply shown in the steadily mounting business. Though young in years, D'Allaird's is the largest exclusive blouse manufacturing business in Canada, and the only blouse manufacturer that sells through his own chain of stores.

We have been helping D'Allaird's since 1918 and the daily check on the advertising has given us a unique opportunity of finding out exactly what kind of copy is necessary to produce immediate sales.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Posters have always been the important factor in the Bovril sales policy. Year in, year out, for many years "Bovril" posters have been building up a wonderful business.

Bovril posters have made Bovril synonymous for beef tea.

WHEN a first-class copy idea has a space eleven feet high and twenty-five feet wide in which to make good—plus all the assistance of color printing and conspicuous location—

There's no doubt about its appeal to the public proving irresistible.

Posters provide the greatest publicity for your money when used as the basis of your campaign.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO.		HAMILTON
HARRY DUKER, LIMITED		VANCOUVER, B.C.

W. W. SCANE, Secretary, CHATHAM, ONT.

The Farmer Wealthier To-day Than in 1914

Despite statements made that Canadian farmers are hard up, an analysis of their circumstances proves the contrary.

During the period of prosperity, farmers increased their assets by investing in machinery, livestock, and improved bvildings. To-day these assets are still there. Their aggregate total shows a depreciation, but the average farmer is a wealthier man than he was in 1914.

Including the preliminary estimate of fall wheat, the Government reports indications of a crop amounting to 288,493,000 bushels, as compared with 263.189,300 bushels last year.

During a recent investigation on the sale of silverware to farmers, an Ontario dealer said :

> "Farmers are about the only people around here who can afford to buy silverware. We couldn't carry on business without the farmers. They are using plate for ordinary every day purposes ; they do not keep it for show occasions only, you see it on the table three times a day. Long before the war these habits were formed. In very few farms now do you see the old steel knives, forks and spoons."

Another Ontario dealer, in business for 30 years, said :

> "The farmer buys well and looks for quality. The prosperous farmer will pay for quality goods with more freedom than the city man of equal wealth. The city has been brought to the country. Their means are much greater and they travel more. The homes are better equipped with magazines and naturally the mother and children contrast the pictures and descriptions with their environments."

FARMERS' MAGAZINE'S average net paid circulation for the six months ending June 30, 1921, was 31,984. 83% of this circulation went through post offices in towns under 1000. It is published on Thursday of each week.

The best Canadian farm homes are reading FARMERS' MAGAZINE. Its readers buy automobiles, tractors, implements, motor trucks, table silver, cereals, house equipment, electrical appliances and good quality furniture—the same as city people.

Place FARMERS' MAGAZINE first on your fall list of Ontario farm papers.

Let us send you further particulars.

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

Like a Forbidden City

The advertiser who fails to recognize the opportunities of every distinct newspaper district is creating a commercial Thibet. He closes the gate upon his caravans and denies the benefit of his product to those inside.

Each influential newspaper exists through its control of a certain community of thought and buying power.

In the Brantford area (comprising more than 125,000 people) the field is definitely assigned to

The Brantford Expositor

Our ambition is to maintain a good newspaper that can only be excellent as it reflects the character of its readers. There is no more virile, wealthy or progressive people, man for man, than those in Brantford and adjacent counties.

Most people in Brantford read The Expositor long before it was the only paper there.

WITH the present issue ***Marketing*** returns to normal. For three months the typographical appearance of our magazine has been affected by the printers' strike which commenced in Toronto on June 1st. Fortunately, in spite of this handicap, we have contrived to publish without a break, and without serious delay in getting copies into subscribers' hands. But we have not been satisfied with the copies that have been turned out. The disruption in our printing plant has made it impossible to set the entire magazine in the same series of type; the press-work until very recently has not been up to the mark; and owing to the necessity of printing restricted issues a great deal of interesting and timely material has been unavoidably left out.

* * *

The issue now in your hands, however, marks a complete return to the accustomed conditions under which ***Marketing*** is printed. The familar Bodoni type has been restored to the news pages; press-work is up to pre-strike standards; and we are able to push ahead with an aggressive editorial programme which has been greatly handicapped and delayed.

* * *

Having arrived at this encouraging turning-point we wish to express appreciation of the many kindly comments which have come to us during the strike period. It has been most stimulating to learn that many of our readers consider ***Marketing*** has put up an exceptional struggle to maintain its appearance and get out its issues on time. Now that the fight is over (so far as we are concerned, at least), our our efforts will not be slackened; they will merely be transferred to the task of still further improving the appearance and contents of the magazine.

* * *

Herbert N. Casson's "Fifth Tip on Advertising," held over from last issue, appears within. While not written for the professional advertising man this article has been appreciated in the most unexpected quarters. Among the comments received is one from Deere & Company, Moline, Ill., asking if the series will be issued later in pamphlet form, and stating that "these are very splendid articles, and certainly should be of great interest to all advertisers."

* * *

Louis Balsam's department "Marketing by Mail," is resumed in this issue, after a short break occasioned by the number of lecture engagements which Mr. Balsam has been called upon to fill this summer. He is becoming internationally known as an expert on correspondence and direct mail matters and is in great demand at business clubs and conventions in most of the principal cities of the United States and Canada. The department will appear once a month hereafter.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Vol. XV. SEPTEMBER 1st, 1921 No. 17

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Items of interest to mail advertising enthusiasts edited by the secretary of The Direct Mail Advertising Association.

Published on the First and Fifteenth of Each Month at 53 YONGE STREET, TORONTO, CANADA.

Entered in the Post Office at Toronto as second class matter.

Member Audit Bureau of Circulations.

W. A. LYDIATT, Editor.
WM. G. COLGATE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $2.50 a year; elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

HAS it occurred to you that Canada is one-third French ?

Approximately 3,000,000 people look for their relaxation, entertainment, information, general literary interest, to periodicals printed in the French language.

Catering to that vast audience, the one outstanding French magazine is LA CANADIENNE. It represents the logical medium of approach to so great a number of Canadian homes.

The French population in Canada is thrifty and prosperous. The French people are discriminating buyers. Leading business houses state that business is better in Quebec than any other section of Canada.

Educate Quebec to the excellence of your product by advertising in the one magazine of varied and national appeal printed in a language that is understood.

* * *

LA CANADIENNE should be on your list.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing
and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

DURHAM-DUPLEX RAZOR COMPANY ADOPTS ZONE SYSTEM OF MERCHANDIZING

Immense distances and widely scattered bi-lingual population makes Canada a fitting territory for zone selling and advertising. Lake of the Woods Milling Company and Durham-Duplex Razor Company among Canadian firms who have used the system with success.

Written for MARKETING by WILLIAM G. COLGATE

THE success of the zone system of advertising and selling in the United States, and to some degree in Canada, combined with the increasing cost of distribution, has made this method one of immediate interest to Canadian advertisers. Reduced to its simplest terms, the zone system means the localizing, or confining to one locality, of advertising and sales promotion. That is to say, a territory is divided into districts represented, as in Canada, say, by Provinces. Each district has situated at strategic points wholesalers or jobbers who serve the needs of the retailers in that district. Within the same territory there are also what might be called "key" newspapers, the combined circulations of which reach the majority, if not all of the people living in that area.

When a manufacturer has formulated his advertising and selling plans in agreement with the specifications of the zone system, his newspaper advertising and his sales crew will be made to cover a given district, at the same time. The newspaper will go into the home to influence the consumer to ask for the advertised product; the sales crew will go into the stores to persuade the retailers to stock it. Thus advertising will keep pace with distribution and the supply of merchandise with the demand.

If we conceive the present-day department store as one large territory, with the various departments, representing in a general way self-sustaining zones or districts of that territory, we shall have a concrete idea of the zone system as regards its scope and operation. A firm that takes the city of Toronto, as the Burroughs Adding Machine Company does, and divides it into sixty blocks for their sales staff is really carrying the zone idea to the extreme.

WHY A 'ZONE' SYSTEM

The query naturally arises, Why a zone system? What are the specific advantages to be derived from dividing the Dominion, say, into a number of separate units or watertight compartments for sales and advertising purposes? Several reasons suggest themselves. In the first place, it should be realized that this country with its area of 4,000,000 square miles and a widely-scattered bi-lingual population of nearly 9,000,000, cannot be handled efficiently from a sales standpoint unless it is broken up into sections. Every large organization purporting to cover the Dominion of Canada finds branch houses and separate sales agencies with their exclusive territories, quite imperative. With our vast distances and tremendously long freight hauls, it becomes clear that to break up the Dominion into a number of logical zones, or merchandising units, is the most natural, convenient and economical thing to do.

For example, each Canadian wholesaler or jobber restricts the operations of his sales force within a certain limited and well defined radius. Thus no wholesaler sells the Winnipeg grocer, but the Winnipeg wholesaler. No wholesaler sells the Vancouver hardware merchant, but a Vancouver hardware jobber. The retailers of Guelph, Brantford, Galt and Stratford are supplied by wholesalers from Toronto and London, but seldom by jobbers from Montreal. The retail merchants of Sherbrooke, Que., are sold by wholesalers from Montreal and Quebec City but never by wholesalers from Toronto. Economic reasons determine solely this policy. When the competition of price is keen, as it is in most lines of trade, the shaving down of travellers' expense accounts becomes not only desirable, but absolutely imperative. And the result is that a jobber confines his selling efforts to that field within comparatively easy reach which is found after trial to yield him a profit commensurate with his efforts. If the zone system succeeds with the jobber or wholesaler, why shouldn't it be equally successful when utilized by the manufacturer?

CONCENTRATED EFFORT

A manufacturer may have a thriving Dominion-wide trade. He may sell his product in every Canadian city, town and village, and his net profits each year may be quite satisfactory. A balance on the right side of the ledger confirms him in the belief that his methods of advertising and selling are altogether sound. Nevertheless, he may find on analysing his sales and his costs (including advertising) by zones that some zones are exceedingly profitable; others merely meet expenses, and in still others his profits are not sufficient to pay for their share of his advertising. In other words, if he could cut off all sales and advertising in the three Provinces in which he loses money, and concentrate his efforts on the four Provinces which bring him profit, and the two Provinces which would net him a revenue if properly cultivated, he would be vastly better off, even though his total volume of business might be less.

Thanks to the intelligent and cap-

able intervention of efficiency engineers and mechanical experts, expenses of production have been brought to the irreducible minimum. Only by the adoption of the zone system of advertising and merchandising can corresponding economies be effected in the costs of distribution. By careful study of distribution the proportion of each dollar that remains with the manufacturer in the form of net profits can be greatly increased. And the first step is to make each zone self-supporting, This can be done by localizing selling and advertising effort.

Makes Attack Mobile

Any sales manager knows that every portion of the Canadian field is not equally responsive to the same degree of salesmanship. He knows there are certain sections where his product is so much a staple that a slight amount of advertising pressure is all that is needed to produce satisfactory results. He knows, on the other hand, districts where he cannot compete without advertising excessive in its cost. He knows, moreover, that between these two extremes there is an almost infinite number of gradations. Zone advertising enables him to exert precisely the required degree of pressure needed in every part of the Dominion.

Advantages of the zone system of merchandising and advertising consist chiefly in the ability it gives the manufacturer to meet competition adequately, to make copy seasonable and timely, to adapt advertising and sales to exigencies of transportation, to secure more circulation for less money, and to make the deepest and most favorable impression upon the dealer.

By separating his territory into zones the manufacturer can meet and down competition wherever it arises. His machinery of attack is mobile—it can be shifted from point to point and adapted to the particular conditions of each section. He can sell his motor trucks in Quebec because the town has hills, and in Winnipeg because the town is flat. He can feature his five-ton model in Toronto and his one-ton truck in Calgary. He can take into consideration every element of competition, of topography, of local custom, of buying habits, of legislation, of every section where he has distribution. Competition he need fight only when it arises and where it arises. The advertiser who does not operate under this plan is sometimes in the ridiculous position of fighting competition in twenty places where it

URHAM-UPLEX
The Practical Safety Razor
The natural method of shaving made safe. Its correct diagonal stroke removes the beard cleanly and comfortably without pulling or irritating. Its safety guard protects the face against slips. Its stropping attachment adds shaves to the blade and comfort to the shave.
You can get a Durham-Duplex Standard Set—razor, safety guard and three double-edged, detachable blades—in a neat ivory case from any hardware man druggist or jeweler for $1.00. Get one today!
Made in Canada by
Durham-Duplex Razor Co., Limited, Toronto
Factories: Toronto, Jersey City, Sheffield, Paris
$1

One of the newspaper advertisements used in connection with the zone system scheme adopted by Durham-Duplex

does not exist in order to meet it in the one place where it bothers him.

Then there is the perpetual question of climate. We know that weather affects sales. We know that raincoats are worn in Vancouver when heavy winter wraps are needed in Ontario and Quebec. We know that cool days mean a run on substantial foodstuffs, while a hot spell will give a decided impetus to the sales of light cereals and cold dishes. We know, in sum, that the buying habits of our entire population with regard to food, clothing and other necessities are controlled and dictated by the vagaries of the weather. Much news value, therefore, can be added to advertising by tying it up with topical events.

Topical Copy Used

Here the local merchant, as the man on the ground, is able to link up his sales talks with the topics which are on everybody's tongue and are featured in the daily press. The committee in charge of the Victory Loan advertising campaign in 1918, was able through its foreknowledge of the probability of the armistice to alter radically its copy policy to conform to a new situation which would ensue from the sudden cessation of hostilities. A more widely known instance is that of the Gillette Safety Razor Company, Montreal, who during the war converted time after time news of world-wide interest into first-class newspaper advertising copy. No one will have difficulty in recalling other and familiar examples.

With the zone system of marketing sales and advertising can be better adapted to the exactions of transportation. Freight rates have risen to a point where some manufacturers find it unprofitable to cover the whole Dominion of Canada. They find that an increased volume of business in distant sections does not mean anything like the increased net profit that a smaller volume would produce nearer home. Every such manufacturer should as a matter of course adopt the zone system of merchandising and advertising. To pay for publicity in a district where he does not or cannot distribute his product is like paying freight rates on goods he does not ship.

Tried With Success

Many Canadian firms have tried out the zone system with success. Among them are the Lake of the Woods Milling Company and the Durham Duplex Razor Company. Before it had attained a Dominion-wide distribution of its "Five Roses" flour the sales department of the Lake of the Woods Company would divide the country up into districts, and work each one separately, That is to say, they would start a sales and advertising campaign in Eastern Ontario. During the time of the campaign the whole sales and advertising force would be concentrated on that one section of the province. Salesmen would call on every dealer; new buyers would be won over and laggard gracers would be urged to push the stock. Meanwhile, as this active and intensive sales canvass went on, advertising of "Five Roses" flour would appear in the local newspapers to support and supplement the work of the salesmen. Then when Eastern Ontario had been thoroughly covered, in every nook and cranny, the sales crews and advertising would move over into Western Ontario where the operation would be repeated; and so on right out to the coast. The result was that after Lake of the Woods salesmen and advertising had canvased the country, there was hardly a grocer that did not carry "Five Roses' flour. The cross roads central store as well as the provisioner of the fine city thoroughfare were to be found on the books of the company.

Just now the Durham Duplex Razor Company are utilizing the zone system under conditions which seem to promise success. This firm has had already considerable experience with the plan in connection with their distribution in the United States territory. The rapid growth of their business there has led them to adopt the zone system in Canada.

The "special week" during which time a drive is made by the local retailer on some particular article. such as collars. for example. is but a highly intensified form of the zone system.

As to whether every manufacturer can use the zone system with advantage is something he will have to de-

The decrease in Daily Newspaper Advertising is a *cause*, rather than an *effect*, of the present business condition.

Babson, the statistician and business adviser, in his Bulletin of August 1st, says :—

> "It is a great mistake to consider advertising as an ***index*** of business, as one would consider bank clearings, railroad earnings, or foreign trade. Advertising is far more—it is the ***creator*** of business. Where railroad earnings may be compared to the thermometer which registers the heat, ***advertising may be compared to the sun which creates it.***"

The Globe
TORONTO
Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

termine for himself. Much depends on what he aims to accomplish through his sales and advertising plan. Should he wish to cover the country at once and should he have an appropriation large enough to gratify his desire, he might profitably carry on a Dominion-wide advertising campaign, provided of course his product is adequately distributed. If these favorable conditions do not exist for him, then he is most likely to find himself far better off in the end by adopting the zone system. In doing so he has direct control over every cent he spends. He can start his advertising when he likes; he can stop it when he likes. And he can, since he will logically confine the newspapers, confine his efforts to the field he wishes to cover first.

Another considerable inducement which newspapers offer in this case is their influence upon the dealer. For him to see advertisements of products he carries on his shelves advertised in the magazines has its effect no doubt; but he is more than ever likely to be favorably impressed when he sees the newspaper he reads himself going right into the homes of persons who buy from him, who are his customers, and who read the advertisements he reads. He realizes then that the advertising, if it is the right sort of advertising, will direct the people of his locality to his store as the place to satisfy their wants. And he feels then as if he had a personal interest in the success of the advertising, and not as if it were a thing remote from him, in short, the retailer is coming more and more to demand advertising support which which can be supplied only by the adoption by the manufacturer of the zone system of merchandising and advertising.

As an instructive instance of this, the present writer recalls having met on one of his trips outside a salesman travelling for a well-known milling corporation, producing and distributing a trade-marked household flour. Conversation naturally drifted around to the condition of business, when mutual findings were exchanged. As the train drew near to St.Catharines, the salesman explained his lack of samples by pulling a rather worn-looking newspaper from his pocket. "This," he said, "is what I'm selling them." The "this" proved to be an advertisement, one of a series which the Company was running in the newspapers of the district. "I don't try to sell a man our flour," he continued, "he knows all about it. But I buy a copy of the local paper carrying our advertisement, and then I take it into his store, spread it out on the counter, and show him exactly what we are trying to do to help him bring in business. That gets him. In most cases he gives me an order, because he knows that his customers are going to see that ad and ask him about the flour, and he doesn't want to be caught short."

Whether this method is more effective than the usual one of showing the dealer the advertisements before they appear, and on the strength of the co-operation they imply, try to get orders, is perhaps debatable. Nevertheless both methods as natural corolaries of the zone system have much to recomend them.

Thus it will be seen that the zone system has three emphatic virtues flexibility, convenience, economy. And the greatest of these is probably flexibility. For out of its flexibility flows practically every other advantage it possesses.

* * *

TWELVE TIPS ON ADVERTISING*

Tip No. 5.—Write Your Advertisement From The Customer's Viewpoint

The fine art of advertising is to attract without shouting. "Truth Well Told" is an excellent motto to follow. Divide the public into possibles, impossibles and certainties, then forget them all except the possibles and tell them the truth.

By Herbert N. Casson

AS we all know, advertising is the voice of business. If your firm does not advertise, it is dumb.

But as soon as you do advertise, the question is—with what sort of voice will you speak?

Will it be the voice of egotism or the voice of service?

Will you roar at people to let them know that you want their money, or will you quietly tell them of a new way in which you are ready to serve them?

Will your advertisement sound like the voice of a peddler, shouting his wares, or the voice of a friend telling the news?

These may seem simple questions, but the truth is that most advertising is written from the point of view of the advertiser himself.

Most advertisements consist of self-praise, bragging, exaggeration and loud shouts for public attention.

"MY GOODS ARE THE BEST."
"CHEAPEST AND BEST."
"BUY FROM ME."

Such is the eternal refrain of the ordinary advertiser—the silly refrain that no one believes.

The usual mass production advertisement of most firms is the picture of a hand pointing, and the motif of the advertisement is: "You must buy from me at once."

Such an advertisement is, of course, as crude and childish as a home-made rug.

It does more harm than good, as it classes the advertiser among the peddlers and ragmen and other shouters of the streets.

Most advertising agencies prepare such amateurish advertisements by the score. They write trash, not because they cannot do better, but because their clients prefer it.

Most advertisers have the wrong point of view—they want every advertisement to be packed full of the wildest self-praise.

What nearly everybody wants, I suppose, is praise; and when a man gets rich enough he buys space in the daily press and praises himself.

He calls it advertising, but it is really no such thing.

He engages a firm of advertising agents to flatter him and his goods, and they, knowing what he wants, give it to him.

The more absurdly they praise him, the better he likes it and the more he spends.

In many years of advertising experience, I have never known an advertiser send back a proof and say: "This is too flattering. Please modify."

But, on the other hand, I have seen dozens of professional adver-

Start Your National Campaign In OTTAWA, Canada

In making up your advertising schedule for the fall, put the capital city first on your list—because it exerts a powerful influence on the country at large. It is more than a city, it is the centre upon which the eyes of the Dominion are focussed.

To reach this fertile field directly—convincingly—all you need is

The Citizen

OTTAWA'S FOREMOST NEWSPAPER

Circulation—
City and Suburban 26,000
Total 29,903

OTTAWA
Canada's Capital City

MORNING
EVENING
Members A.B.C.

tisements spoiled by directors who insisted upon adding phrases of self-praise and adulation.

In advertising, as in everything else, there is refinement and there is vulgarity. There is the crude and highly skilled.

A travelling circus may advertise itself as "the greatest show in the world." It is here to-day and gone to-morrow and no one expects it to be refined or truthful.

But a merchant or manufacturer who is permanent and reliable cannot afford to use the wild language of showmen.

The fine art of professional advertising is to attract the public without shouting.

How, then, can this be done? Only in one way—by writing and illustrating the advertisement from the point of view of the public.

If I am advertising baby carriages and I say in the headline:

BEST BABY CARRIAGES IN ENGLAND

that is mere common shouting. A correct headline would be

FOR THAT WONDERFUL BABY OF YOURS

or

IF BABY COULD SAY "CARRIAGE!"

The fact is, that a thoroughly self-centred man cannot write advertisements at all. That is why most advertisers should call in the help of a good agency and give it a chance to do its best.

First, last and always, you must think of your customers.

If he, or she, does not like your advertising, then your money has been wasted.

All advertising is customer-catching—that is the basic fact that we must never forget.

That is why we must avoid self-praise, which bores everybody, even your own wife.

That is why we must tell the truth. Not the whole fanatical truth. Nobody should do that. But the whole common-sense truth, as far as the customer has a right to know it.

"Truth Well Told"

The one best motto of an advertising agency is "Truth well told."

As Lincoln said, "You can fool part of the people all the time, and you can fool all the people part of the time; but you can't fool all the people all the time."

In short, the business of fooling the people is not really business at all. It is foolishness and a waste of money.

It is like betting at the races. You may win once in a while, but in the long run you will lose all your winnings.

Many stores have gone so far as to abandon the use of such words and phrases as "Best," and "At Cost," "Below Cost," "Ever Before," "ever Again."

The word "best," for instance, has been used so often that nobody believes it, even when it is true.

Under-statement is often more effective than over-statement. An official of the Canadian Pacific Railroad said to me recently, "We have the second-best railroad in the world."

"Why do you say second?" I asked, as he knew I would.

"Because," he replied, "if you ask any railroad official in the world what is the best railroad, he will tell you it is his own; and if you ask him which is the second-best, he will tell you the Canadian Pacific."

In general, when you describe the quality of goods in an advertisement, it is wise to be specific.

Never write an advertisement without seeing and knowing the goods. In the Wanamaker stores, every advertisement is verified by a study of the goods.

Tell what you mean by quality. This will prove that you know what you are talking about and that you are not a mere shouter.

There are few commodities that are "best" in everything. "Best" is a relative word. A Ford car is best to one user, while a Rolls-Royce is best to another.

No advertiser can sell to everybody. If he tries to do so, he is apt to miss the people who would prefer his goods.

You can divide the public into possibles, impossibles and certainties. You don't need to advertise to the certainties and it is wasting money to advertise to the impossibles.

Concentrate on the possibles. Talk from their point of view and tell the favorable facts about your goods as specifically as you can.

Make your advertisements a real service to possible customers—that is the secret of success in the new advertising.

Help your customers to get what they need—that is the right point of view.

Customers are weary of the old lies that are no longer interesting. They are fed up with shouts and wild superlatives.

What they do want and appreciate, is information. They want to buy intelligently.

If any merchant, for instance, were to tell the public the simple facts about furs, what they are and what they are not, what an immense fur business he would have in five years.

Is it not true that there is very little merchandise in any shop that is of the highest quality?

Is not most of it third class or fourth class? Is not the bulk of it very ordinary—not high grade at all?

Quality costs. It is impossible to have high quality and low price; and most customers are well aware of it.

Truth Never Dangerous

In fact, the truth is not nearly so dangerous as most advertisers seem to believe. It never has been dangerous. It is deception that is dangerous. It is deception that has wrecked hundreds of firms and is still wrecking them to-day.

Once a clothier had the courage to advertise $50 *Suits for* $50. The result surprised him. He secured many new customers and his sale was the talk of the town.

What customers want is reliability. That is why advertisements should be written in moderate language. That is why they should be written by a man who knows the goods and not by a mere phrase-maker.

In most cases the best way to make sure of having reliable, credible advertisements is to have the buyers of the goods make a list of the points of quality at the time he buys the goods.

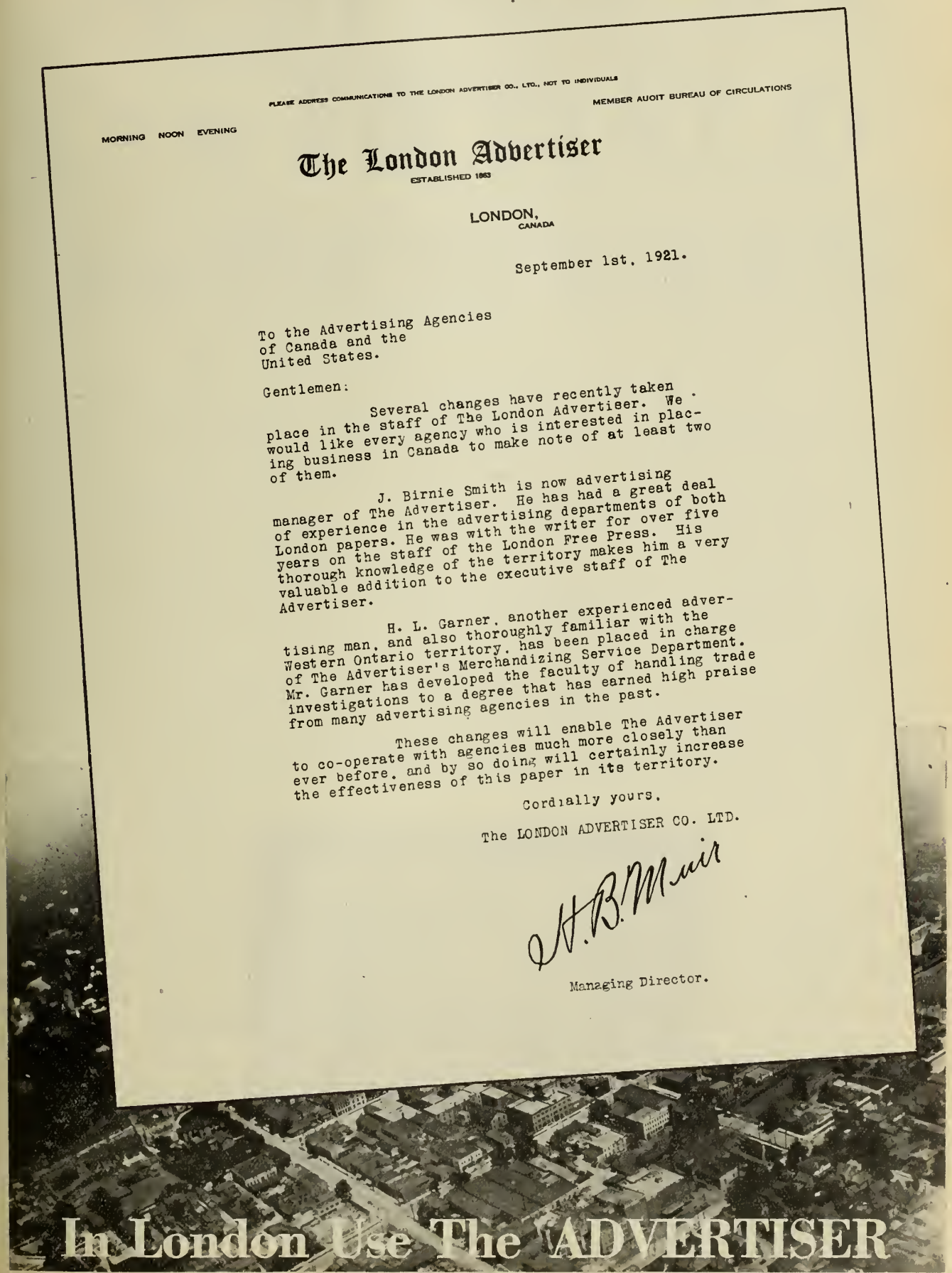
This list should be passed on to the advertisement writer, so that he can write intelligently and descriptively.

A merchant should aim to be a sort of buying trustee for his customers. He and his buyers look in all parts of the earth for merchandise and bring it to their shop for the benefit of the public.

Then, in advertisements, they tell what they have secured for their patrons. They tell the story of the goods for the benefit of all who may wish to buy.

So, the fifth TIP in this series of articles is—Write your advertisement from the customer's point of view—Make your advertisement itself a service to the buying public.

A Letter to Advertising Agents



PLEASE ADDRESS COMMUNICATIONS TO THE LONDON ADVERTISER CO., LTD., NOT TO INDIVIDUALS

MEMBER AUDIT BUREAU OF CIRCULATIONS

MORNING NOON EVENING

The London Advertiser

ESTABLISHED 1863

LONDON, CANADA

September 1st, 1921.

To the Advertising Agencies
of Canada and the
United States.

Gentlemen:

Several changes have recently taken place in the staff of The London Advertiser. We would like every agency who is interested in placing business in Canada to make note of at least two of them.

J. Birnie Smith is now advertising manager of The Advertiser. He has had a great deal of experience in the advertising departments of both London papers. He was with the writer for over five years on the staff of the London Free Press. His thorough knowledge of the territory makes him a very valuable addition to the executive staff of The Advertiser.

H. L. Garner, another experienced advertising man, and also thoroughly familiar with the Western Ontario territory, has been placed in charge of The Advertiser's Merchandizing Service Department. Mr. Garner has developed the faculty of handling trade investigations to a degree that has earned high praise from many advertising agencies in the past.

These changes will enable The Advertiser to co-operate with agencies much more closely than ever before, and by so doing will certainly increase the effectiveness of this paper in its territory.

Cordially yours,

The LONDON ADVERTISER CO. LTD.

H. B. Muir

Managing Director.

In London Use The ADVERTISER

MORE ORDERS FROM SMALL TOWNS

What one large dry goods concern in Canada is doing to keep in touch with the small tradesmen in the "one or two-call towns." "Mail order" banned as offensive phrase—use term "Letter order" instead. Excellent results derived from house organ. Plan to cash in on Toronto Exhibition. Told to "Marketing" in an interview

By F. C. King
Sales Manager, Gordon, Mackay & Co., Toronto.

IN these days when travellers on the road are likely to complain of the inability of orders to keep a respectable distance ahead of expense accounts, and the larger centres of trade are consequently more attractive than one or two-call towns, any suggestion that may be proffered for the reduction of selling costs is bound to be received with respectful attention. That the problem of dealing with the small retailer has always been acute no one will deny. And especially is this the case, since the system of large seasonal placements during the past few years has been followed by a practice of sorting orders or buying from hand to month. This reversal of buying form has made it more than ever necessary for the manufacturer and the wholesaler to maintain close relations with their customers.

Nevertheless, without incurring unwarranted expense, it is impracticable for salesmen in the drygoods business at any rate, to cover very small places more than twice a year. To take a trip out West to the Coast or down East through the Maritimes when the traveller makes a point of calling on every merchant in every town involves an enormous outlay of time and money. But both manufacturers and wholesalers find it profitable to send men out on such trips, even though they can only do so in the spring and fall seasons. This, however, is about all the trade can stand without saddling goods with a selling cost so heavy as to retard seriously their sale to the consumer. There is such a thing in other words as paying too dear for one's whistle. And an order is only worth while when it nets a profit. Yet, what is to be done in the meanwhile? Retailers must be waited on, they must have goods, between manufacturer and retailer the contract must be kept up, competition must be checkmated—how is this condition to be met?

Some manufacturers have found a way out of the difficulty through the use of seasonal catalogues, follow-up letters, house organs, long-distance calls and the like. Others have tried to route salesmen so that the small-town merchant might be caught "on the fly" so to speak. Each firm has had its own way of dealing with the problem and no two methods are exactly alike.

Use Of Direct Mail

As a means of keeping in touch with their customers, present and prospective, in all parts of the Dominion, Gordon, Mackay & Co., Ltd., Toronto, manufacturers and distributors of dry goods, make use of catalogues, booklets and folders. Every year, for example, a copy of their large catalogue consisting of about 325 pages, is sent to every drygoods and general storekeeper in Canada. In the autumn, a 200-page supplementary and holiday goods catalogue is sent to the same list. This usually goes out in October. A special catalogue for ladies wear is also mailed twice a year. Between times booklets and folders are sent out covering various departments, while toward the end of August an annual "Exhibition" or fall fair booklet is distributed among customers and prospective buyers.

"Telephone calls?" repeated the sales-manager in reply to Marketing's query. "No, we don't invite telephone orders. We pay for them of course. It's a rule of the house. But we have found in the past that too much stress on telephone orders is likely to lead to an abuse of the system. A merchant, for instance, will phone in about four o'clock of an afternoon and ask us to rush out a bill of goods to him that same night. It's very seldom that we can. Stock has to be picked over, sizes or lengths checked up, invoices made out, and so on, and that all takes time. As a matter of fact he would get his stuff just as quickly very often if he were to send us his order by post, when we would get it the next morning. And so while we are always willing to pay for phone calls, we don't encourage them any more than we have to."

One of the strongest links to bind the outlying small-town retailer to Gordon, Mackay & Co. is "The Silent Partner," a house organ made up in the shape of a folder and issued about twice a month. The folder is formed from stiff buff stock folded in three parts and sealed with a self-closing flap. The outside or address side usually bears a personal message to the dealer illustrated by a humorous cartoon. The

Lantern slide shown in local moving picture house as a means of attracting attention to dealer's window display of Puritan Maid hosiery

The READERS *Of the* HERALD *Are* PROSPEROUS

VITAL, important and numerous industries are centred in Calgary, contributing not only to the wealth and welfare of the immediate vicinity, but to the general prosperity of the entire Dominion.

Calgary ranks ninth in a list of the 44 principal cities judged by industrial progress, possessing 230 establishments with an annual pay-roll of four-and-a-half million dollars.

The meat packing and flour mill industries of Calgary produce over $10,000,000 of wealth every year. Several hundred men are employed in the breweries, lumber yards, sash and door factories and brickyards of the city, the output of which is valued at another six million dollars or more.

An admittedly conservative estimate of the agricultural wealth of Alberta, which includes the value of farm produce and live stock, is placed at the magnificent total figure of $430,363,233 for 1920. Almost a million dollars has been invested in the Calgary stockyards, the city of Calgary being the logical centre of industry and distribution for the province.

Calgary is the sixth city in Canada from the standpoint of bank clearings. The total mounted from 98 millions in 1909 to 438 millions in 1920.

The readers of the Calgary Herald are prosperous.

Largest Evening Newspaper Circulation Between Winnipeg and the Coast

The Herald Publishing Co. Ltd.
CALGARY - - - - - - - ALBERTA

Representativees for Eastern Canada :

EDGAR J. GUY	Royal Bank Building	Toronto, Ont.
E. L. McARTHUR	232 St. James Street	Montreal, Que.

Representatives for the United States :

HENRY De CLERQUE, Inc.	800 Mallers Building	Chicago, Ill.
HENRY De CLERQUE, Inc.	17 West 42nd Street	New York, N.Y.

Representatives for the British Isles :

F. A. SMYTH	29 Ludgate Hill	London, E.C. Eng.

In CALGARY *The* HERALD *Gets first attention*

inside matter, arranged like a catalogue page, contains a list of seasonable specials marked in plain figures and is illustrated with cuts. Key numbers accompany the descriptions so that orders received from the house organ may be readily traced and credited to it. Usually the folder contains an enclosure. Sometimes it is a card of knitting wool, as when the "Puritan" Mending Card was reintroduced after the war by a personal letter to the retailer. Or it may be a four-page insert of some timely and quick-selling items. Sometimes it is an announcement of some lines which have been specially reduced "to clear," as the merchants say. The whole is seasoned with odds and ends of wit and humor and philosophy, labeled, "Gathered Along the Trail." This side feature of the publication has been so popular as to lead many of the retailers to speak highly of it to the salesmen on their rounds. In fact it is not uncommon for the company to receive requests from their customers for back numbers containing some particular bit of verse or story. An instance of the pulling power of this house periodical is evidenced by the fact that, although the August 1 number had just been issued, more than thirty requests had already been received for copies of the "Exhibition" catalogue of which it contained a "teaser" advertisement.

"Letter Orders"

Orders obtained through "The Silent Partner," whether direct or otherwise, are credited to the traveller from whose territory they come. Thus the salesman on the road is induced to work in co-operation with the periodical and not in competition with it. For he knows that whether the business comes through "house sales," by mail, or direct the advantage will be his. The "key" numbers used give the clue to the origin of the sales. With all their dependence on the mails for sales, Gordon, Mackay & Co. sedulously avoid as far as they may any mention of mail orders. The reason therefore is obvious. So much opposition and prejudice exists among retail merchants against the invasion of the retail mail order houses throughout the country, that the very term itself has come to have very unpleasant connotations. And so the offensive word is banned from the Company's advertising. The phrase "letter order" is used instead.

"How successful has the company been in drumming up business this way?" was asked.

"Well, you know," was the reply, "this is largely a sorting year. That is to say the usual policy of placing large orders twice a year by the retailer has given way to hand-to-mouth buying, and we have therefore depended upon our catalogue and "The Silent Partner" with its twice a month visits to pick up orders between the regular calls of our salesmen. That is really the only way we could handle the situation. Our business by mail is ahead, both in volume and in units, of both 1919 and 1920, the latter, as everyone knows, a highly abnormal year. For example, our letter order sales for the past eight months, ended August 1, are 16.82 per cent. higher than those of the corresponding period last year—a pretty sure indication, I think, that our policy of keeping in close touch with the retailer—the little one as well as the big one—really pays in the long run.

Keep To Schedule

"But we would suggest that any one inclined to adopt the mail-method of selling should do so with the firm intention of keeping it up; that is, doing it regularly and according to a system. There's absolutely no use in sending out a piece of printed matter, say, to-

Sir

New Wholesale Warehouse.

We have the pleasure of announcing that on Tuesday the 27th instant, we will commence opening in the premises lately occupied by Messrs. D. Bell & Co. Kings St. a choice assortment of

WOOLLENS, AND STAPLE DRY GOODS AND CLOTHING.

A large Stock of WEST OF ENGLAND AND FRENCH BLACK, BLUE, BROWN, AND INVISIBLE BROAD CLOTHS.
BLACK AND FANCY DOESKINS—all styles.
SCOTCH, ENGLISH, AND FRENCH TWEEDS—in newest designs.
PLAIN AND FANCY COATINGS.
VESTINGS—a full assortment, in rich Silks.
SATINS, QUILTINGS, &c.
A FULL ASSORTMENT OF TRIMMINGS.

} Particular attention paid to Clothiers & Merchant Tailors' Goods.

Prints, DeLaines, Cobourgs, Striped Shirting, Grey Sheeting, &c. &c.

The above are all of this Springs importation, and will be sold low.

Trusting to have the pleasure of seeing you soon,

We remain,

Respectfully yours,

GORDON & M'KAY.

KING STREET, HAMILTON, March, 1855.

P. S.—Our Clothing is manufactured expressly for this market, and will be found desirable in Style and Quality.

G. & M'K

Here is a reproduction of the original advertisement announcing the initial opening of the Gordon & Mackay warehouse in Hamilton in March 1885—more than sixty-five years ago. With the building of the Grand Trunk Railway, which gave Hamilton a set-back and Toronto its start, the new firm four years later removed the business to Toronto, its present situation. At the time the firm was founded, however, Hamilton, C. W. (Canada West) was, by reason of its position at the head of Lake Ontario, the commercial centre of the West, or Upper Canada. Its merchants had practically a monopoly of all business done in Western Ontario, and a dozen large wholesale houses did a thriving business. Their goods were brought from Montreal by water, since there was no trade with the United States in those days, anything had to be bought after the close of navigation, it must, perforce be carried by team from Montreal, so that winter freight rates were high.

They're Safe—Whew—What a Relief!

PART I.—*Night.*

The night-worker—and a carelessly-tossed cigarette.

PART II.—*Later.*

A flicker—a sudden flare—then flame. Dense smoke from the second storey window. In goes an alarm—and the helmeted rubber-coats are on the job.

PART III.—*The Aftermath.*

Spattered walls—water everywhere—but in spite of disorder and confusion, *the records are safe.* That curtain of asbestos held the fort.

FIRE-WALL FILING CABINETS
Steel-*plus*-Asbestos

You won't get an advance notice if fire visits you. It comes upon you stealthily and generally in the dark hours. You can't prevent it—but you can increase the "margin of safety" against its attack.

"Fire-Wall" Filing Cabinets are a pledge of better protection for business records. More than the rugged strength of steel commends them—for steel alone conducts heat. In "Fire-Walls" a curtain of asbestos, between two sturdy steel walls, stands between your vital business records and the sorry aftermath of fire's visitation.

"Fire-Wall" means an increased "margin of safety" for your records. Consider this when buying *your* equipment.

Send to-day for a free copy of "Protection for Your Business Records." Address nearest service store or Home Office.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

1010

Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

morrow and then follow it up five or six weeks from now. You have got to stay with it, or else run the risk of losing touch with your customers. The merchants on our list have got so accustomed to receiving "The Silent Partner" on the first and fifteenth of the month that they are disposed to grumble like a regular subscriber whenever it is overdue. And it is much the same with our catalogues and other follow-up pieces. We have our schedule so arranged that they go out in time to reach the merchant when they are likely to be most useful to him. It is by such methods as these that we have been able to cut down materially our selling costs, increase our volume of sales, and at the same time cover our territory in a way that keeps our customers on our books year after year."

Supply Window Trims

But the company does not depend on direct-by-mail advertising alone to win the good-will and custom of the retailer; it also makes a practice of offering to the trade suggestions for seasonable window trims composed of "Gordon-Mackay" products. These are usually tried out first in one or two towns to test their effect upon the public after which they are photographed. Prints and directions are then sent to every customer—present and prospective—throughout the Dominion.

A recent venture of the company's was a "Puritan Maid Hosiery Week" in which window displays of hosiery were a prominent feature. Two stores were selected in Toronto for the initial trims; these were photographed and used by the local salesmen in persuading other retailers to reproduce the displays. More than seventy-five merchants in Toronto took advantage of the offer. Hamilton was afterward covered with similar success. The company supplied the retailer with stock fixtures and advertising materials. It also furnished him with lantern slides, showing the window in colors, for use in the neighborhood moving picture house. Additional aids were provided in the form of newspaper electros for the dealer's own advertising in the weekly suburban papers. In a season when hosiery sales were none too good, these window displays increased the sales of Puritan Maid hosiery, in units of dozens more than 30 per cent., and kept the factory busy during a period of depression. Sales of Bonnie-Tot Sox for Kiddies which were similarly featured (a new line this season) brought in orders to the extent of over 6,000 dozen.

Not satisfied with exploiting the usual channels of trade, the company has recently been developing quite a substantial business among boot and shoe merchants who have opened up hosiery departments. Sales to one such dealer in Oshawa last year amounted to $4,000; and this is merely one instance of many.

The organization with a record of sixty honorable years behind it might lean back and let business come in to it; but that is not its way. It realizes that progress is the price of profit, and that to advance a firm must be continually on the lookout for fresh ideas and methods. For that reason it is just as vigilant, just as enterprising, just as keen to render service to the customer as its youngest competitor in the field. Much of the success it has enjoyed during the three-score years may be attributed to the steady pursuit of that policy.

Following its usual practice, the mail-order department is sending out to the trade 7,000 Exhibition booklets and programmes advertising Canada's great national exposition. With this literature goes an invitation from the company urging upon the dealer the economy of planning his visit so that he may have time to select his fall and spring merchandise. "Combine business with pleasure. Do your buying in the mornings; spend your afternoons at the Fair," appears on the printed matter dealing with Exhibition week. To one merchant down East the appeal was so alluring that he requested the company to write him a personal invitation that he might allay the suspicion of a watchful wife.

Cash In On Exhibition

Gordon, Mackay & Co. are of the opinion that fall buying in Toronto might be greatly increased through organized effort on the part of the local distributors and manufacturers to make the two annual Exhibition weeks the autumn buying period for the retail trade. As it is now, the visits of outside merchants to Toronto are spread over three or four months, whereas these might with much saving of time and money be kept within two or three weeks. Instead of a retailer making say two trips to town, one for the Fair and the other on business, he will make one trip and that during the Exhibition. If the plan were generally adopted it would result in more exact buying, closer relationships between merchant and distributor, and, it is believed, much larger sales.

A pleasant and valuable by-product would be the mental stimulation and inspiration visiting merchants would receive from their inspection of the exhibits at the Fair. Impressions formed in this way would be of direct benefit to them for the rest of the year. Their visit would enable them to make comparisons with reference to their own business. It would bring them in touch with the latest and most useful ideas in selling and merchandising. Indeed a trip through some of Toronto's retail stores is at any time a liberal education in the art of buying and selling and displaying merchandise. All the scheme requires for its realization is the willingness of the Toronto manufacturers and distributors to act together. Once they are able to do this, they will find, as Gordon, Mackay & Co. have done, that the Exhibition authorities will gladly assist them toward making the plan a success.

* * *

Music In Industry

Music as an agreeable and sure antidote to the troubles that beset the average breast, has long been exalted by writers and poets. It has remained, however, for modern industry to harness this lyrical force and apply it to the subjugation and improvement of dilatory and refractory employes. Through the educational work of the Federation of British Music Industries, of which Lieut-Col R. H. Tatton is director, much headway has been made toward introducing music as a definite part of the present industrial system. The firm of Lever Bros Ltd. for example, have their Port Sunlight Silver Prize Band at all meetings of their employees. Wm. Crawford & Sons Ltd. Liverpool, have a choral class of seventy girls and a dozen men. They report that "the effect of the classes on the girls and men employees has been most refining. At first they were off-hand, careless and insubordinate, but these qualities soon disappeared, and now their attitude would give points to more pretentious societies."

Another example quoted in the Federation's booklet, *Music in Industry*, is that of Boulton & Paul, Ltd.Norwich, where one of the day laborers is the conductor of a twenty piece orchestra. But that is not all. At their last concert, the ambitious workers performed the whole of the last Act of "Faust," with scenic effects. Nothing is said about "Home Sweet Home" with variations, but the reader is left to infer that that clasical gem was not overlooked. Enough instances are cited at any rate to indicate with some degree of certainty that as a stabilizing factor in industry Music has arrived. It is indeed the soft note that turneth away wrath.

* * *

One of the most effective posters of recent years has recently appeared on the boards, advertising Crossed Fish Sardines. The treatment is bold, with a minimum of copy, and the package is very ingeniously displayed on the crest of a wave, which makes an artistic and fitting background.

1866 *1921*

LONDON, CANADA

"The Paper With a Purpose"

It is a farmer's paper first, last, and all the time

THE FARMER'S ADVOCATE & HOME MAGAZINE is unanimously conceded to be an authority on agricultural subjects and has the confidence of all its readers. The subscribers read this paper from cover to cover and advertisers get wonderful results due to the careful way the magazine is read.

Live Stock is the all-important factor to the farmer now that the Show Season is on, and we publish the most complete and accurate reports of the leading Shows of any paper in Canada.

For Advertising Rates and all necessary information write

THE WILLIAM WELD COMPANY, LIMITED
Member A.B.C. Since Start
London, Canada
Publishers

The Farmer's Advocate and Home Magazine

"The Farm Family Paper for Fifty-Five Years"

WHAT WE ARE DOING TO INCREASE SALES

Two more Canadian firms tell "Marketing" how they are getting on the trail of orders. A previous article in this series dealt with the Burroughs Adding Machine Company's plans. Below is recounted the experience of the Hanger Standard Limb Company and the A. R. Lundy Company, both of whom are compelling orders to come in from the "highways and hedges."

Written for MARKETING by J. L. LOVE.

THERE is a scripture parable to the effect that a certain man made a great supper and bade many. But at supper-time his guests all with one accord began to make excuse. Whereupon the man sent his servants out into the streets and lanes of the city to find others who would fill the empty banqueting hall. His servants did as they were bidden and returned saying, "Yet there is room." "Go out into the highways and the hedges and compel them to come in that my house may be filled," commanded the man. And it was done.

The parable is retold for the encouragement of those who may be inclined to accept as inevitable the bogey of a "buyers' strike" and to regard "hard times" as an unavoidable sequence to the economic upheaval through which the business world has been passing of late.

More than one fighting business man today is going out into the "highways and hedges" and compelling business to come in, with the result that he knows nothing of the attenuated order book. They are scouring unfamiliar regions and hitherto unthought of markets, and where their plans are carefully and systematically laid they are getting on the trail of orders which in many cases are keeping plants going to capacity.

A literal application of the "highways and hedges" method of stimulating moribund business was tried out recently by Mr. E. C. Moore, of the Hanger Standard Limb Company, Toronto. Faced, in common with others, with a considerable diminution in the flow of orders, Mr. Moore bethought himself of the very considerable stretch of territory uncovered by his agents or travellers. The demand for artificial limbs is not created by climatic or geographical conditions, and there must be, he urged, a large number of prospects which the ordinary sales organizations of the company could never hope to reach. How to get in touch with these prospects and place their names in the order book was Mr. Moore's problem.

Armed with a copy of the Canadian Railway Guide and a large map, Mr. Moore sat down to solve the puzzle. Starting with Toronto as a centre, the main railroad lines were traced and a list of towns and villages of one hundred population and upwards was made. The territory analyzed stretched from Winnipeg in the west to Montreal and Quebec in the north, and was bounded on the east by the Atlantic. Within that extensive area over 500 centres were found that were not being reached already by the sales force. They were all more or less off the beaten track, but Mr. Moore decided to test out their potential wealth in prospects.

The second step in the campaign was to prepare a letter drawing attention to the specialized product made by the Hanger Standard Limb Company, and asking for the names of any men or women resident in the town or village who needed or were already using artificial limbs. The opening sentence in this letter struck the "Made in Canada" note. "Help us to boost *Canadian Made Goods*," it urged; "we employ all-Canadian help and make the best artificial limbs that money and brains can produce."

MAILED TO CONSTABLES

The circular proceeded to invite the favor of names and addresses of likely prospects. The writer stated that he had worn an artificial limb since boyhood and would like to be of service to others in a similarly unfortunate condition. A little bit of the history of the Hanger Standard Limb Company was given by way of establishing confidence. These letters were mailed to the "Police Constable" at each of the 500 centres that had been tooth-combed fro mthe railway map. A printed blank form asking for certain definite information about prospects, to be filled in, together with a stamped addressed envelope to facilitate reply, was enclosed.

A surprising number, nearly fifty percent, of the constables addressed replied to the request, with the result that Mr. Moore secured hundreds of excellent prospects with many of whom business has been done. In cases where business did not materialize immediately after follow-up literature had been sent, the prospects were kept closely in touch with and nursed along, and orders for artificial limbs are constantly being received from this "highways and hedges" territory.

"It was all a matter of developing the unbeaten paths, said Mr. Moore. "Any firm will find them if they go over their ground with a toothcomb. The crowd marches along the well-trodden highways looking for business and if it doesn't fall into their laps they grumble about 'hard times.' Our scheme is bringing us results right along. The hidden byways are full of prospects."

It is a far cry from artificial limbs to wire fences, but the enterprise of the A. R. Lundy Company, Toronto, in getting after and securing new business during "dull times" provides another instance showing that it is not always the peculiar nature of the industry, or passing economic conditions but the sales methods themselves, that are the cause of stagnation.

The supplying of wire fencing to farmers is an industry that is capable of almost boundless possibilities for extention in a great agricultural country like Canada. Its chief drawback is its seasonal nature, the business coming with a rush during certain periods. Once the demand is met there is a lengthy season waiting for the next run of orders.

Of late, the wire fence industry has suffered in common with the supplying of all farm equipment from the inability or unwillingness of farmers to purchase more than bare necessities, and to cut expenditure to the bone even on these. The inevitable result is that the majority of wire fence concerns have had their share of the prevailing depression.

An exception is to be noted in the case of A. R. Lundy Company, who have been successful in opening up

(*Concluded on page 588*)

Do You Know Which You Get ?

—a checked up, certified circulation, to carry your advertising message?

Or a circulation not safeguarded by Audit Bureau Circulation Reports?

Think it over, before you purchase white space.

A. B. C. figures give you, first, the "Total Net Paid Circulation." Then information which enables you to estimate where the publication goes, to whom it goes, and whether it fits into your advertising plans.

You *know*, after you have studied the Publisher's Statement, the Auditor's Report and a copy of the publication, how many copies go into homes; how many are sold on the streets and how many suburban subscribers there are.

—and all this information is based on actual, audited investigation, not guesswork, nor unsupported statements.

Can you afford to buy white space in publications which do not guarantee their circulation, backed up by A. B. C. reports?

Can you afford to entrust your advertising message to a publication whose circulation statement is uncertified?

You have no means of knowing where it goes, or to whom it goes.

Poor business, isn't it?

Be sure to get your copy of "Scientific Space Selection," the new A. B. C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half.*

Audit Bureau of Circulations

202 South State Street Chicago • 347 Fifth Avenue New York

EDITORIAL COMMENT

The Buyer Will Decide

PRESIDENT John McParland, addressing a meeting of striking printers in Toronto the other day, outlined the financial condition of the International Typographical Union and stated that his organization was in a position to carry on the fight for the 44-hour week indefinitely.

What Mr. McParland and most of the printers seem to overlook is the fact that the strike is no longer a struggle between employers and employees. A certain number of employers in Canada and the United States have acceded to the demands of the union and are operating on the 44-hour week basis. Others have ceased negatiations and are definitely embarked on the "open shop" plan, with schools established from which to recruit compositors to take the places of the strikers. Neither the employers nor the union have lost or won.

The issue as between open and closed shops is now on the knees—not of the Gods—but of the buyers of printed matter. If they prefer to do business with closed shops at inflated prices caused by exorbitant labor costs, then the open shops will find their business dwindling to such an extent that they will have to capitulate. If, on the other hand, purchasers of printing give their work to the open shops, where resistance to union demands has held labor costs at a reasonable level, then the open shops will win out in spite of all the financial strength of the Typographical Union, and regardless of the length of time its members stay on strike.

In short, if the consumer of printing earnestly desires and demands that his printer's bill should be lower and not higher during the next few months he will patronize open shops. And if enough large buyers of printing do this the resulting competition will convince the closed shop employers that it is nothing short of economic suicide to yield too readily to unreasonable union demands.

* * *

Convincing The Consumer

THE uses of adversity may be sweet, but the depression of the past twelve months seems to have taught few advertisers anything they did not already know about the flexible uses of advertising. Few advertisers, indeed, have sensed the need for a decisive change in advertising policy to meet existing conditions.

For years advertising has been chiefly concerned with educating the consumer to buy quality products, regardless of price. That is to say, the public has been weaned away from its habit of buying in bulk on a price basis. They have learned to demand trade-marked, packaged goods of standard quality, even though the price seemed out of proportion to the cost of manufacture. The very word "cheap" has gone through a subtle metamorphosis. It no longer means "inexpensive." It is applied as a term of contempt to low-priced articles which have no standing in the market. The consumer has been buying expensive, trade-marked, advertised goods, and he likes them. He doesn't want to buy anything else. The "buying strike" proves it. If the consumer's problem had been merely to cut down his household budget he could have accomplished it without much trouble. There were and still are plenty of "cheap" goods of all sorts that he could buy. But he doesn't want them. He wants the familiar brands, he wants the quality; but he hasn't been willing to pay present prices for them.

In other words, the advertiser's problem today is to sell quality *plus* price. And, just now, the accent is on the price.

"Quality" advertising has gone through many stages of development, and has been evolved to its present plane, which is as nearly scientific as our knowledge of psychology and marketing methods permits, after much experiment. "Price" advertising is not even yet in its infancy. Advertisers who have learned how to convince the consumer that the quality of their products is right, seem totally unable to tackle the problem of making the public believe that their prices are right.

Last issue on this page we quoted from an article in the *Toronto Globe* concerning the attitude of the retailer and the consumer toward existing prices of paint. It has since been claimed by the manufacturers that the price of paint is down 23 to 30% below the peak, due to two general reductions in the wholesale price which became effective in December, 1920, and in March, 1921; though the public seems to know nothing about it yet. This single instance is sufficient to show the distrustful uncertainty existing in the minds of most of us concerning prices. If the consumer, the retailer and the investigator of a metropolitan newspaper can all be proven entirely at sea as to the selling price of a common article like paint, it must be evident that there is an enormous amount of educational advertising to be done before the public's mind is clarified on the question of present price levels.

One of these days some advertiser will give the same amount of thought, ingenuity and knowledge of psychology to the problem of telling the consumer about his prices as most advertisers now give to their talks about quality. Others will follow his example and soon "price" advertising will get started on a course of evolution which has practically no limitations.

* * *

Advertising To The Rescue

THE Transportation Commission of the city of Toronto confronts a big task. The job of knitting together into a unified system the present tangled skein of car lines calls for expert ability, tact and foresight. Probably they have the experts. No doubt these experts have figured out every possible contingency—except one.

On September 1st the public will have to accustom itself to changed conditions. From that date forward there will be new regulations, new prices for tickets, new points of transfer, tracks torn up, delays, alterations, changes, irritation, perhaps disgust.

At the time of writing there is no sign that the Commission has planned to overcome the public's resistance to these changes; not a line of copy has appeared in Toronto newspapers giving the public advance information of what they may expect; probably none has been planned to offset the effect of the jumble which is inevitable under the new conditions.

Good-will copy should have made its appearance a month ago. Even now it is not altogether too late. But how is it that advertising continues to be the last thing people think about?

HOW MUCH HUMOUR IN HOUSE ORGANS?

Query from Montreal subscriber raises perennial question among house organ editors. Experience of a Vancouver subscriber. Imperial Life Assurance Company's *Lifeguard* and *Graphica* issued by Herald Press are good examples of "happy mediums."

Montreal, August 17, 1921.
To the Editor of MARKETING:

I am thinking of getting out a house organ for our firm, and I should like to have your opinion as to the amount of humor it ought to contain. In looking over various house publications which I have on my desk, I find that the space reserved for this feature runs anywhere from a page to nearly a third of the contents. I realize of course the possibility of making a house organ so dry or downright serious that hardly anyone will wish to read it. On the other hand, I appreciate, too, the danger that lies in trying to imitate *Punch* or *Life* or *Judge*. Between these extremes there is the happy medium that will give pleasure to your customers without diverting their minds too much from the subject of business. I should be pleased therefore, if you would kindly give me any information that would lead to the solution of my problem—one which I have no doubt worries many a house organ editor.

B. W. T ——

IT is by no means easy to advise an absolutely safe course of action in a case like this. Practices of house organ editors vary widely, even with the most successful of them. A deadly plane of uniformity is neither wise nor desirable. What is needed is just enough humor to spice and make appetizing the bulk of heavier matter of which the average house magazine is composed. To lay down any hard and fast rule or formula is hardly practicable. The editorial policy must be largely determined with reference to the field the paper covers, the kind of persons who read it, the nature of the business it seeks to advance, and the purpose which inspired its origin.

Quite clearly a publication which goes to barbers, for example, will require a somewhat lighter treatment than that read by dry goods merchants; and a paper which is sent to life insurance prospects will be more thoughtful in tone than one treating of less vital topics. Then as to the editorial policy or motive. If the deliberate object of the publication is, as is usually the case, to win good will and orders for the house, care will be taken to exclude rigorously anything likely to wound the sensibilities of its readers. Indeed at no point of contact between the house and the customer is the need for tact and good nature more imperative. The careful and far-sighted editor, therefore, will exercise the most careful judgment in the writing and selection of the material for his paper. He will ever keep in mind the tastes and preferences and requirements of his readers. He will constantly study their wants as closely and sympathetically as he would his own. He will aim to help them at all seasons with ideas and suggestions which they may be able to turn to practical account in their lives or in their vocations. The boundaries of his influence are in reality set by himself, and are contracted or enlarged by the character of the magazine he puts before his readers. Humor, as a necessary and almost indispensable portion of the editorial content, will bear a fair share of the responsibility for whatever favor or good-will the paper may enjoy.

Some of the most popular house organs contain very little humor while others are almost entirely made up of witty sayings, jokes and whimsical paragraphs. Some again are rather severe of countenance and talk business from the very outset; they avoid smiles and laughs as they would a plague. The better class of papers and the ones that exert the greatest influence on their readers although not eschewing humor, relegate it to a comparatively subordinate place in the editorial scheme. Such a publication, for example, is the *Lifeguard*, published by the Imperial Life Assurance Company, Toronto, of which Clifford Elvins is editor. Business first and pleasure after would seem to be its motto. And yet it is one of the most artistic and readable of publications, with a consistently high editorial average. Often it contains articles which would not be out of place in a newsstand magazine. Its humor appears in two or three back pages of the paper under an appropriate and well-designed head. This arrangement of subject matter, both in length and in treatment, would seem to constitute that "happy medium" in house organ humor which is the object of the house organ editor. Another good example of this kind is *Graphica*, published monthly by the Herald Press of Montreal.

An illuminating sidelight is thrown on the subject by a letter just received from a MARKETING subscriber, a wholesale woolen distributor in Vancouver, who writes in reply to a letter of ours:

"For eighteen months we sent our regular monthly circular letters explaining market conditions and anything which we considered to be of interest to the trade generally. Checking up as closely as possible, we found that most of them seemed to be consigned to the wastepaper basket, and it is doubtful whether a very considerable percentage of them were ever read at all. From specimens shown us by different calendar houses who are making a specialty of house organs, it seemed to us the most effective of these were those which contained a good percentage of humorous matter. I figure that anything which will make me stop to read it will also cause the man in the street to do likewise, and, as I said before, these were the ones which seemed to me the most attractive.

For the editor, however, who deems rules somewhat necessary, the following general precautions may be suggested: Use jokes and humorous items sparingly. Seek for quality rather than quantity. Choose by preference humor which has a bearing on the business covered by the paper. Avoid carefully wit which takes for its subject race, religion or domestic infidelity. Shun the coarse, vulgar, salacious joke or any that border on indecency. Such so-called humor belongs to the smoking room, and can have no place in a properly-conducted paper. Select such jokes as a rule which are bright, clean and pointed. If they convey a business moral so much the better. Fortunately such humor is to be had, and no house organ editor need run short of suitable material if he really desires it. With these few general observations in view the puzzled house organ publisher should find the problem of "How much humor shall I print" much nearer of solution.—*Editor,* MARKETING.

* * *

Billboards are carrying a new campaign for Craft Cheese, manufactured by the Kraft-MacLaren Cheese Co. Ltd., Montreal.

* * *

Toronto and Hamilton newspapers are being used by the Premier Tire & Rubber Co. Ltd., 707 Yonge St. Toronto, to introduce "Epok" fabric-lined inner tubes. The campaign is being placed direct.

WHY TEXTILES ARE NOT MOVING

Hustling not common among Canadian textile concerns. Too great a reliance placed on protective tariff. Prices based on what foreign manufacturers can lay down similar goods for in Canada. Day of keener competition approaching.

Written for MARKETING by G. W. AUSTEN.

A LEADING textile firm was asked recently what selling methods were most effective for clearing shelves.

"There is one argument that counts, and one only" was the answer. "It is *Price*."

In the United States, clever sales-managers think out schemes for moving their textiles more rapidly. They intensify selling by adding salesmen, by advertising, by making special offers. Some offer to pay expenses of buyers going to their mills or factories or showrooms. They *hustle*. In Canada as far as investigation can show, the sales-managers take their coats off—it is hot weather—and talk poor business.

That may seem like an injustice to many anxious owners of high-cost textiles who see prices slipping, and their shelves still loaded. Perhaps many of them do hustle. Their only chance is to hustle. But the big textile firms have been in the habit of relying on Canada's generally good purchasing power to take high-cost goods off their hands, and figure that if they do not sell now, they will sell in six months. In the meantime they sit tight.

THE TARIFF FENCE

No one can put in days at an impartial investigation of Canadian business without being convinced that our protective tariff plays entirely too much part in our business policy. Canadian mills make tweeds and other rougher suitings, as well as shawls, rugs, carpets, etc. Finer woollens come from the Motherland. Since these are not made in Canada, importation must occur, and Canadian wholesale and retail prices are based on easily ascertainable foundations. But in coarse woollens and in cottons, Canadian firms are too much disposed to regard the field as a closed preserve for them. The tariff is their fence, within which they are the masters, and as long as the fence is high enough their pasture is safe.

Take cotton shirtings, for instance. Certain classes of staple weaves are made in Canada by a company that has almost a monopoly—the Dominion Textile Company. Cotton shirts are subject to a duty of 35 per cent., plus exchange of 10 or 12 per cent. Freight, and other expenses, bring the protection to 50 per cent. Now even if the importation of the raw cotton makes raw material cost somewhat higher, there is no reason for thinking that manufacturing costs are anything like 50 per cent higher than American. If anything, the difference is not likely to be more than 10 per cent. Yet the selling prices shade under those for American imports. The Dominion Textile's last annual statement show net earnings of 22 per cent. in 1920, a year in which United States cotton companies were suffering huge losses. The point is simply this: Cannot lower prices be made on these goods, leaving still a margin of fair profit? In Parliament, the financial organization of the Dominion Textile Company has been considerably aired, and it is obvious that 22 per cent. on the capital means a good deal more on actual investment.

The crux of the whole merchandising problem is the need for lower original home prices. Demand could be stimulated if selling prices of domestic goods were based on actual cost, not on what United States sellers can lay down their similar goods here for. Textile men have had a dizzy whirl, and the readjustment has caught many of them still gasping. But good woollens from Bradford are still 85 per cent above pre-war prices, and other textiles are from 50 to 100 per cent. higher, even though raw wool and cotton are far under pre-war levels.

The business executive who wants to turn goods into cash is faced by fundamental conditions. These are: reduced purchasing power by the public, particularly the farmer; excessive caution by merchants in placing new orders; slow liquidation of existing stocks, chiefly of high priced goods bought under contract last year. Fortunately, general economic conditions are laying the basis for confidence. Sorting orders are becoming plentiful. Pessimism has been so rank that the bottom must be near. The basis for better business is rapidly heaving in sight, and the hustler willing to quote the new prices has a fair prospect.

Canada has passed the day of the mere order-taker. During the war, the holders of textiles had an easy lot. They almost had to fight off buyers. Now, despite the holding of prices to a firm basis by nearly all larger houses, real competition is here, and will become keener as the English mills get their costs down. Before the war, Canadian woollen mills had a precarious footing. Now, what with amalgamations and war profits—few of them worked "for the glory of God," as a Sherbrooke man would say—they are in a position to give battle with outsiders. If a Crerar-King Government comes into office, a lowering of textile duties is almost certain, because one of the Farmers' chief complaints has been the "textile monopoly." The British mill-owner will have better access to Canadian markets, and United States silks, cottons and other textiles, outside of woollens, will not be held back by duties that approximate 50 per cent.

While every holder of high-cost textiles is anxious to see them move on, it does not follow that artificial stimulation would make for better ultimate conditions. In the United States many firms have adopted the policy of not unloading on a customer whenever the opportunity arose, but in selling him what he needs and can handle. An excess is not urged on him. Thus he is kept in a good position, unless he, of his own volition, acts foolishly, and ultimately the firm has a good customer, whereas by a short sighted policy of unloading on him they would have a bankrupt account. The same policy is having good results in Canada, and while it makes for slow business for the time being, it lays the foundation for better business later on.

Canada's Largest Newspaper

Has:

A ten page women's section, devoted entirely to society and women's features. (Few women in Greater Vancouver would be without their Sunday Sun.)

Six page auto section ;

Eight pages music and drama ;

Six page building, real estate and classified section ;

Ten pages general, feature, and church news ;

Eight page magazine and editorial section.

Crammed right full of live home reading and attractive advertising. The Sunday Sun has grown to be Canada's largest newspaper, running as many as sixty-four pages a regular issue.

Remaining in the home all day Sunday, it is read and re-read by every member of the house and therefore gives our advertisers wonderful value for their money, because our circulation is concentrated right in Greater Vancouver.

Vancouver is growing, and is the most talked of city in Canada ; the Sunday Sun is growing, is the largest and most talked about newspaper in Canada.

VANCOUVER SUNDAY SUN

TORONTO—F. W. Thompson.
100 King Street, W.

MONTREAL—Frank Calder,
22 St. John Street

NEW YORK—Gilman Nicoll &
Ruthman, World Building

CHICAGO—C. W. Wallis.
1243 First National Bank Building

Intensive Cultivation

Curtailed advertising expenditures in these reconstruction times only emphasise the advisability of the intensive cultivation of selected ground.

There is soil of unquestioned fertility ready for cultivation by the Canadian manufacturer in Eastern Ontario and Western Quebec.

And the means of winning maximum results from this fertile field are not far to seek.

The OTTAWA FARM JOURNAL

is the dominant farm medium in this territory, Less than 500 of its circulation of 25,000 per issue is distributed outside the Great Central Dairy Belt.

It is easily the favourite and in very many cases the only paper read by these prosperous agriculturalists.

And its circulation is 9,000 greater in this territory than any other Canadian farm paper.

The intensive cultivation of Eastern Ontario and Western Quebec is made possible and profitable by the liberal use of "THE OTTAWA FARM JOURNAL."

Be sure and have it included on your next schedules.

Average Net Paid Circulation For Six Months Ending June, 1921 . **24,577**

The Ottawa Farm Journal

OTTAWA **(Member A.B.C.)** **CANADA**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

What We Are Doing To Increase Sales

(*Continued from page 582*)

an almost virgin field for their wire fencing. While the Lundy concern supplies a varied line of agricultural equipment, by far their largest item is farm fencing. Faced with the prospect of seriously diminished sales in this direction, Mr. A. R. Lundy looked around for new markets.

A Market Near By

He found one close at hand, right in Toronto. For some time he had considered the possibilities of the suburban backyard. From time immemorial builders have been accustomed to fence off lots with unsightly wooden palings. Not only are these erections unsightly and subject to quick deterioration from constant exposure to the weather but they have also become unduly expensive owing to the greatly enhanced cost of even the cheapest kinds of lumber.

It was not difficult to demonstrate that a more elegant, stronger and all-round superior wire lawn fence could be supplied at less first cost, with less cost for upkeep, than it took to erect the cheapest form of lumber fence. A special representative was engaged to test the possibilities of the new market.

"The results were gratifying beyond my most sanguine anticipations", confessed Mr. Lundy. "In fact, I was amazed at the volume of business that came in. The builders seemed to have been waiting for someone to come along and solve that particular problem for them. They were sold on the proposition of wire lawn fences almost instantaneously.

"For sometime the orders we booked were so numerous that we consumed the entire output of three Canadian wire-weaving plants and in addition we imported large quantities from the States. The result of the experiment is that we are no longer dependent on the fluctuating and uncertain demand from the farms. We have established what is practically a new market presenting every indication of permanency and growth".

* * *

The Province of Quebec Number of the *Electrical News* (Hugh C. MacLean), which, owing to the walk-out of the Typographical Union on June 1st. has been held up owing to mechanical difficulties is soon to be issued This special number is to be issued on September 15th by an "open shop" staff.

Vancouver Daily World
CLEAN FAIR
Vancouver Daily World
ACCURATE SINCERE
4 PAGE COMIC SECTION EVERY SATURDAY WITH
DOWN ON THE FARM
LITTLE JIMMY
MR. & MRS. by BRIGGS
PAPA LOVE MAMA
MUTT & JEFF DAILY STRIP by BUD FISHER
OH BOY AINT IT A GRAND AND GLORIOUS FEELIN'
DAILY CARTOON BY BRIGGS
BRINGING UP FATHER - by McMANUS
SCHOOL DAYS
DAILY CARTOON by DWIG
ADVENTURES OF UNCLE WIGGILY DAILY NATURAL HISTORY SERIES
MOVIE LAND
DOROTHY GISH FAMOUS MOVIE STAR WRITES DAILY FOR THE WORLD
A DAILY FASHION DRAWING
MORE TRUTH THAN POETRY
MONTAGUE'S POEMS DAILY
ON THE EDITORIAL PAGE EACH DAY - THE WORLDS WINDOW by N.R.
AND
Quips & Quiddities by P.W.L.
ONE OF THE FUNNIEST SERIES BEING WRITTEN ANYWHERE
ANIMAL LIFE - VIVIDLY PORTRAYED IN WEEKLY ARTICLES by A.J.G.
TWO INTERESTING DAILY FEATURES
Why
AND
Where It Started
LE MESSURIER'S CARTOONS REGULARLY
SHERLOCK HOLMES
FAMOUS DETECTIVE STORIES
F. LeMessurier
WOOD COWAN'S SPORT CARTOON 3 TIMES PER WEEK
SPECIAL LETTERS ON BIG SPORTING EVENTS BY JAS. J. CORBETT & OTHERS
QUESTIONS & ANSWERS DAILY ON CANADIAN HISTORY
A NEW WEEKLY FEATURE
CONFESSIONS OF A CUB REPORTER by CORNELIUS VANDERBILT JR.
MINING BY AN EXPERT F.H. MASON OF VICTORIA
MUSIC
SPECIAL MUSIC PAGE EVERY SATURDAY
ENDEES
4 PAGE PINK SPORTING SECTION EVERY SAT. EVENING CONTAINING RESULTS OF SATURDAY AFT. SPORT
Features!!
The New Owners of the
VANCOUVER DAILY WORLD
believe that "sauce for the goose is sauce for the gander." Circulation promotion is merely the process of advertising and demonstrating a Newspaper's merit to the public. The cut we use here is Cartoonist Le Messurier's, of the WORLD'S staff, way of telling the public of worth-while WORLD features. It is one of the many advertisements that have been running in British Columbia papers and periodicals.
Advertising Agents & Advertisers
will be interested in knowing that the focusing of the searchlight of publicity on the WORLD NEWSPAPER has been the means of adding approximately sixteen thousand new readers to the WORLD'S circulation. The old rate-card is still in effect. If you've got something to sell to people in British Columbia, now is the time to buy space in the VANCOUVER DAILY WORLD.
Eastern Agent—J. B. RATHBONE
95 King Street East TORONTO
317 Transportation Bldg. MONTREAL

Want to reach the real Ontario?

Use Cream of the Country Press

PAPERS that are never read in street cars or left in street cars, never sold on the street, never bought for a feature.

PAPERS that go 100% into homes of comfort and plenty, there to be read by mother, dad, and all the boys and girls.

PAPERS that are bought not by the issue but by the year, and year after year.

These Papers—

44 of them—selected from the country press of the province for their character, influence and strength are joined in

SELECTED TOWN WEEKLIES OF ONTARIO

L. S. GOWE, Representative

105 King Street East

TORONTO

Telephone—Main 3360

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Secretary of Direct Mail Advertising Association

What Happened To A List Of One Thousand Names Three Years Old

410 people have changed addresses from one to four times.

261 have moved to parts unknown.

124 have already purchased the product.

83 have bought a competing article.

7 have died.

1 has gone to jail.

A total of 836 persons out of 1000, or practically 90% of absolutely worthless names. That is to say, for every $1.00 spent on the above list, 90c has been thrown away. It pays to keep your list up to the minute!

Helping Your Salesmen Help Themselves

For years some of the most progressive houses on the Continent have found it decidedly worth while to send a postcard or a form letter to every customer or prospect, just prior to the salesman's visit. This is an old trick to some, but it is surprising what splendid results this method of sales co-operation brings.

In these strenuous times, it is not enough, though, merely to send a card saying "Our Mr. Jones will call upon you next Thursday with a full line of dry goods samples." This sort of thing is becoming more or less hackneyed and over-done. Like all other forms of Direct Mail advertising, the most effective is that which has the most individuality.

Thus, for example, a drug jobbing company in the States sends out a different card every month. The last one ran like this: "Mr. E. J. Jones, who represents us in your neighborhood, has just left this office brim full of some of the finest sales plans we have heard of in a long time. He will reach your store on Thursday morning, September 25th., and will be only too glad to co-operate with you in any way that lies in his power to help you back to normalcy. It will pay you to wait for him, personally."

Every wide-awake dealer knows that if he treats salesmen who come to him right, he can often glean a good many ideas that can help him in his business. This company has taken advantage of that fact in a way that has helped them to do more business this year than ever before.

Putting The Post Card To Work

A well known piston ring company in Michigan decided to cut its advertising appropriations to the bone. The first thing dispensed with was general publicity; local newspaper advertising followed, and then bill posters were removed. This left them, with a few minor exceptions, with Direct Mail Advertising as their sole means of publicity. It was then up to the Advertising Manager to reach as many people as he possibly could with the minimum of expenditure. He hit upon the idea of utilizing Government post cards.

It is really amazing how much one can say effectively on a post card, if one really tries. This particular man sent out a test post card to five thousand people and got twenty-four per cent inquiries. He has been using them ever since. When one considers that in the post card the Government pays for the stationery and the stamping, it is easy to see how, in large mailings, an appreciable saving can be made without a loss of dignity.

D.M.A.A. Convention

Advertising America is laying extensive plans for what will probably be the largest Direct Mail Advertising Convention ever held on the Continent at Springfield, Mass., October 25th, 26th and 27th.

Canada will be well represented, if the reservations already coming in are any indication.

In order to be sure of a good room and other accommodations, it will be well for you to mail your reservations at once to the Springfield Publicity Club, Springfield, Mass. This will save a good deal of annoyance at the last moment.

The Sample Still Works

One of the big Middle West mail order houses decided that it cost too much money to send clothing and other samples through the mails. For three months this practice was discontinued until one day the Sales Manager found that business in the departments that had formerly sent out samples, had made an average drop of from fifteen to nineteen per cent.

He then made a test case. To a list of one thousand names, he sent the regular sales letter, with no samples attached. To a similar list, he sent the same letter, plus the sample. From the first list he received sixty-five replys, from the second, one hundred and fifty-four. Subsequent tests showed the same proportions. He is now sending samples regularly, as he had been doing in former years, firmly convinced that people do like to handle the goods in spite of a lot of flowery "expert" testimony to the contrary.

Incidentally some of the biggest office specialty people are now insisting that their men carry the article they have for sale along with them. They go on the assumption that when a man sees the check-writer or small adding machine, or paper-clip fastener, or what not, right on his desk and has an opportunity to work it with his own hands, the sale is that much nearer consummation. If this thing works in personal contact, it is comparatively safe to assume that human nature reacts the same way through the mails.

Timely Examples

A Michigan Automobile supply company hit upon the idea of using the most interesting feature in the work's news as material for a head-line and opening paragraph for the broadside and other mailing pieces they were sending to their customers and prospects. The plan proved so effective that they inaugurated it as a permanent marketing-by-mail policy.

Thus, for example, in the early part of the Summer when Babe Ruth was showing such interesting disregard for precedent,

they ran a "Babe Ruth" head-line with a paragraph on the virtues of said bambino. It did not take much stretching of the imagination to link up this base ball leader and the things he was doing with their company as the leader in their line, and the things they were doing. The next week the Stillman case came in for a little more added publicity. Later German reparations, etc., etc.

People do react very strongly to the right kind of news interest. More and more, people who market by mail are capitalizing on this perfectly natural human tendency.

Let Lydia Do It

Three years ago, a Denver department store hit upon the idea of employing in their service department an experienced woman shopper to buy things for customers who did not have the time to come into the store themselves. This idea was so successful that when the store opened its mail order department, it devoted a full page of its catalog to a discription, of the shopping virtues of its Miss Lydia Something or Other.

The point of interest to those who market by mail is that Miss Lydia became a very real person to the farmer's wife with the result that what was a one-woman job became the work of several. Today housewives in many parts of the West do their marketing by mail with the assistance of this professional shopper.

Numbering Your Dictation

The average executive could save quite a bit of time in his daily dictation if, instead of dictating the name of each person to whom he writes, to his stenographer, he would simply mark those letters needing dictation with a special number. Thus if he had twenty letters to dictate, he would simply say to his stenographic queen "Letter No. 1, Letter No. 2," etc,etc.

A great deal of time is wasted every day in countless offices because the correspondent insists upon dictating the name and the address to the stenographer. This takes up his time and hers unnecessarily, especially when he intends to give her the correspondence anyway.

* * *

The entire plant, equipment, patents and designs of the Canadian Crocker-Wheeler Co. Ltd., of St. Catharines, Ont., has been aquired by the English Electric Company of Canada Ltd,, associated with the English Electric Co. Ltd., of Great Britain.

* * *

J. J. Gibbons Ltd., Toronto, have recently sent out copy and instructions for a campaign of small space advertising the new addition to the King Edward Hotel, Toronto, as being ready for visitors to the Canadian National Exhibition. Newspapers throughout Canada are being used.

* * *

Contracts have been sent out by Lord & Thomas, Chicago, for a fall campaign of Holeproof Hosiery. The copy runs to three columns in newspapers. Artwork and typography are excellent.

* * *

Large space in Canadian newspapaers is being used for a new campaign advertising Canadian Laco Lamps. The first piece, which ran to five columns, heralded the series. Smith, Denne & Moore, Montreal, are handling the account.

Editorial heading and one of the ad pages from the first number published January, 1891.

Thirty Years of Leadership

From the old wood cut to the modern half-tone, from the flickering arc lamp to the brilliant tungstens, the *Electrical News* has been the medium for electrical advertising. From year to year it has grown in strength until to-day it stands alone as the only practical publication to reach electrical engineers and operators of generating stations powered by water, steam or oil, and the thousands of dealers and contractors throughout the whole of Canada.

Constructional Engineering

Established thirty-three years ago the *Contract Record and Engineering Review* is devoted to the interests of architects, engineers, contractors and builders, and has gained, through its comprehensive editorial policy,, a circulation which we believe to be greater than any similar publication in Canada.

Sample Copies and Full Information Gladly Furnished.

Hugh C. MacLean Publications

Publishers of the following Business and Technical Papers—

Canada Lumberman—Contract Record and Engineering Review—Electrical News Footwear in Canada—Canadian Woodworker and Furniture Manufacturer—The Commercial—Western Canada Contractor and Builder—Western Canada Coal Review—Western Lumberman

Offices at : **347 Adelaide Street West, Toronto**

VANCOUVER—WINNIPEG—MONTREAL
Chicago—New York—Boston—London, Eng.

ONE BEST BET

Advertising Managers spending money on publicity are interested in mediums that carry the punch.

That's us!

The Farmer's Sun led all farm papers of Ontario in the volume of commercial advertising for July, as follows :

FARMERS' SUN .	32,820 lines
No. 2 . . .	26,888 lines
No. 3 . . .	24,947 lines
No. 4 . . .	19,110 lines
No. 5 . .	16,516 lines
No. 6 . . .	10,330 lines

What does this mean? Simply that we're top dog, and going strong! Our low rates and powerful appeal to readers mean that we're

Doing the business!

Depression may hit trade, but the last to feel it is the one who is giving best values. We're not feeling it!

We're **selling** for others, are we doing it for YOU?

Consult A.B.C. for our standing. We INVITE it.

THE

Farmers' Sun

It's Shining!

TORONTO CANADA

Walter E. Gunn Goes To London Free Press As Advertising Manager

Walter E. Gunn has resigned his position as a director and Toronto branch manager of the McConnell & Ferguson advertising agency to become advertising manager of *The Free Press*, London, Ont., succeeding H. B. Muir, who has assumed the direction of *The London Advertiser*.

Mr. Gunn was born and educated in London, and commenced his career on *The London News*, later coming to Toronto as local press gallery reporter for *The Toronto News*. After considerable experience with the retail advertising department of the T. Eaton Company, Toronto, he returned to London, as advertising manager of *The Farmer's Advocate;* later being promoted to the managing directorship of *The Farmer's Advocate*, Winnipeg.

In 1905 Mr. Gunn founded the magazine, *Canada West*, later known as *Canada Monthly*, from which he resigned to become secretary of the Publicity Association of Northwestern Texas, with headquarters in Chicago. Before long he was recalled to Canada to become Publicity Commissioner for the city of Prince Albert, Saskatchewan, leaving there to take up the duties of district manager for the McLaughlin Motor Car Co. in London. It was from this position that he was invited to join the McConnell & Ferguson agency, which he now leaves with the utmost good feeling to return again to his native city.

Mr. Gunn is extremely well known in publicity and advertising circles both east and west, and *The Free Press* is being congratulated on securing so able and experienced an advertising man to fill the vacancy caused by Mr. Muir's resignation.

* * *

The Canadian Creosoting Plant at Sudbury has commenced operations and last week shipped a trainload of creosoted ties as a start toward its proposed output of over a million and a half ties per year. Ten to fifteen thousand ties are being treated daily at present.

* * *

The North American Life Assurance Company will commence a Dominion-wide advertising campaign within a few months. This account is in the hands of the Advertising Service Company, Ltd. Toronto.

The

Maritime Farmer

Leads in Maritime Canada

For 26 years The Maritime Farmer has served the farm field of the Maritime Provinces.

¶ It is a straight farm paper —not a political organ.

¶ It has had imitators and competitors — but it has outlived them all.

¶ Just to show how firm a hold The Maritime Farmer has on its field —we may mention that in the past years we bought for farm organizations $750,000 worth of goods.

¶ We paid spot cash for every dollar's worth.

¶ We paid the money to advertiser's using The Maritime Farmer columns. We expect to increase this service next year.

¶ And then — *remember* — The Maritime Farmer is the only farm paper printed in the Maritime Provinces.

¶ It's not talk that counts but action—and advertisers in The Maritime Farmer get action and returns.

¶ The best indication of Maritime Farmer advertising values is that advertisers who have been induced to try something else are getting back to their old love—The Maritime Farmer—for real service.

Circulation, 13,800

Rate, 10 cents per line

The

Maritime Farmer

Sussex, New Brunswick

Quality Circulation

A recent piece of publicity of the Audit Bureau of Circulations must have set many space-buyers thinking.

For it emphasised the accepted fact, too often overlooked, that quantity circulation alone cannot 'put across' a campaign.

In Ottawa, the stable Civil Service population, unaffected by labor disputes or trade depression. forms a discriminating clientele of Quality Buyers not met with elsewhere in Canada.

And in the Capital this most desirable class is reached effectively and economically by Ottawa's paper that 'goes home'

The OTTAWA JOURNAL

In Ottawa and the immediate suburbs the "Evening Journal" with its irresistible combination of quantity and quality is the dominant medium.
Ask any recognized Agency and avail yourself of "The Journal's" Service and Co-operation, spoken of as 'leading everything of its kind in Canada'.

Merchandising possibilities in any line of business are indicated to interested parties.

The Retail Trade is kept advised of forthcoming campaigns and its co-operation enlisted.

Assistance is given in Distribution Problems.

Local investigations are made on comparative sales of any products and unbiassed reports furnished...Our very intimate relations with the local retailers make these investigations particularly valuable.

Reliable lists of wholesalers and retailers in Ottawa and the Ottawa Valley Towns are furnished on request.

Information re statistics, tariffs, customs dues, freight rates, etc., is cheerfully provided.

Our Promotion and Service Department exists to make each advertising dollar 100% efficient

Average Net Paid Circulation for the 6 months ending June 30, 1921 24,577

The OTTAWA JOURNAL DAILIES

The Ottawa Morning Journal ***The Ottawa Evening Journal***

(Members A.B.C.)

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg
LONDON, ENG.—Robert Houston, Effingham House, 1 Arundel St. Strand, W.C. 2

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg. BOSTON—Old South Bldg.

The Galt Daily Reporter's

advertising columns show an increasing use being made by both national and local advertisers because The Reporter covers the city of Galt, the towns of Preston and Hespeler and the surrounding rural district.

Since it is the only daily paper published in South Waterloo, would it not be advisable to include it in your Fall List?

GALT REPORTER LIMITED

GALT (Member A.B.C.) ONTARIO

U.S. Representative—GEO. B. DAVID CO., INC., New York City

Forms Now Closing

for the

Winter 1921 Numbers

Canadian Fashion Quarterlies

Hurry your copy. Last forms close September 10th.

MANAGER ADVERTISING

53 Yonge Street, TORONTO

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Paint Manufacturers *Did* Reduce Prices

Early in August the retail trade investigator of *The Toronto Globe* reported an interview with an Ontario hardware dealer in which the charge was made that paint manufacturers were maintaining peak prices for their product. Quotations from this interview were used in an editorial in the last issue of MARKETING to support the view that high prices are a "barrier to business," and the suggestion was made—particularly with regard to products entering into building construction—that reductions in prices would greatly stimulate trade in that industry.

Since the publication of this editorial, MARKETING is in receipt of protests from The Sherwin-Williams Co., Montreal; the Imperial Varnish & Color Company, Toronto; Lowe Brothers Ltd., Toronto; and Duncan S. Blaikie, Montreal, complaining that the information given to the *Globe* investigator was untrue and misleading. It is stated that "the paint industry was one of the first to realize the necessity of price reductions and since the beginning of the year have revised their prices twice. One reduction was made of 70c a gallon and another of 50c a gallon, making a total reduction of $1.20 a gallon. All the dealers received the advantage of these reductions on any paint they had purchased for their spring business."

It would appear from the facts cited that in this case, as in many others, the retailer's failure to promptly adjust prices on a replacement basis is the real "barrier to business," and MARKETING regrets any injustice to manufacturers involved in its editorial comment.

MARKETING, of course, is not a consumer publication and hence the use of this paint incident as an illustration in our editorial will have little, if any, effect upon the consumption of paint. But the public, meanwhile, is not always getting prompt benefit of price-reductions, and whether deceived by falsehoods or not, is blaming somebody for high prices. As pointed out in another editorial in this issue, manufacturers will be well advised to convince the consumer immediately that factory prices are right—or as nearly *right* as existing circumstances permit.—*Editor*, MARKETING.

* * *

Floating Exhibition Of British Products Is Planned

A company has been organized in Great Britain to build a large special ship of a type that has never yet been constructed, and to send her on a cruise of the world as "a floating exhibition of the manufacturers of the United Kingdom."

The officials of the company include Sir George B. Hunter and other directors of the firm which built the Mauretania, as well as the Duke of Northumberland, Earl Grey, Beaumont Pease, deputy chairman of Lloyds Bank, and other business men. The vessel will be known as "the British trade ship."

* * *

The Edwards Pulp and Paper Company, capitalized at a million and a half, is shortly to commence operations at Ottawa, manufacturing pulp and pulp products. The firm is a subsidiary of the present wholesale lumber business of the W. E. Edwards Company, Ottawa.

* * *

The Society Brand Clothes campaign in Canada is to be handled in future by the Advertising Service Co., Ltd., Montreal.

More Census Figures

Further returns from the preliminary count of Canada's sixth census, 1921, were announced by the Dominion Census Bureau, Ottawa, on August 17th. The figures, which are subject to correction, are as follows:

	1921	1911
Windsor, Ont...	38,541	17,829
Ford City, Ont...	5,860	
Sandwich, Ont...	4,419	2,302
Walkerville, Ont..	7,040	3,302
Lindsay, Ont...	7,542	6,969
Galt, Ont.....	13,210	10,299
Preston, Ont...	5,431	3,883
Paris, Ont...	4,365	4,093
Belleville, Ont...	12,163	9,876
Trenton, Ont...	5,892	3,988
Chatham, Ont...	12,301	10,770
St. Catharines, Ont.... ..	19,664	12,484
Peterboro', Ont...	20,989	18,360
Niagara Falls, Ont..... ..	11,789	9,248
Welland, Ont...	8,677	5,318
Thorold, Ont...	4,823	2,273
Three Rivers, Que.... ..	22,317	13,691
Shawinigan Falls, Que...	10,606	4,265
Amherst, N.S...	9,975	8,973
North Sydney, N.S..... ..	6,583	5,418
Sydney Mines, N.S.... ..	8,328	7,470
St. John, N.B...	46,504	42,511

* * *

Big Decrease In July Trade

The grand total of Canadian trade during July, 1921, decreased by $115,334,168, as compared with the total for July, 1920, according to the department of customs trade summary issued today. The decrease for the four months ending July, 1921, was more than $350,000,000. The grand total trade for July, 1921, was $118,846,033 as compared with $234,180,201 in the same month of last year. For the four months ending July 1921, the grand total trade was $474,804,739 against $825,267,761 for the corresponding four months of last year.

* * *

United Typothetae To Meet In Toronto In October

The United Typothetae of America will hold its thirty-fifth annual convention at Toronto, Oct 17 to 21. The program for this five-day convention in Canada's printing and publishing centre is of unusual interest and is likely to attract a large number of delegates from every section of the continent.

* * *

Orders have recently gone out from the Advertising Service Company, Toronto, to a few magazines, for the advertising of O-Cedar products, made by Channell Ltd, Toronto.

* * *

Plans are being formulated by the Quebec division of the Canadian Manufacturers' Association for a "made-in-Canada" campaign, to be conducted at the sixty local fall fairs, and the four provincial fairs during the autumn. Arrangements are being made for this by R. W. Gould, Secretary of the Provincial division.

* * *

Reduction of freight rates on Canadian railways in time to affect the movement of grain is being confidently predicted on the strength of statements made by Hon. F. B. Carvell, Chief Commissioner of the Railway Board. A decision as to the amount and date of the reduction will probably be decided at a conference of railway executives and the Board of Railway Commissioners which is slated to take place almost immediately.

The St. Thomas Times-Journal—

IS the only daily newspaper published in St. Thomas or the county of Elgin.

IT is the only daily newspaper taken by over 90% of the people both in the city and surrounding area.

IT is the advertising medium which has been used for years by the local merchants, and hundreds of national advertisers, because—

IT is not only a good newspaper ; an outstanding daily among the dailies of Ontario ; but the local, intimate home paper of the people who buy in St. Thomas and surrounding towns.

BE SURE to have the Times-Journal included in your Fall and Winter campaign list.

The Times-Journal of St. Thomas,
Limited

Daily Net Circulation over 9,100

LONDON is a Home City

Fine homes and home-like people characterize the entire Western Ontario territory, centered about the city of London, These people take a pride in their homes and in their home city; and in such an atmosphere a real home newspaper possesses enormous prestige.

For this reason most successful advertisers choose The LONDON FREE PRESS to carry their message into the homes of the homes of the London territory. For nearly seventy-five years The FREE PRESS has been introducing high class products into London's best homes; hence it will be the best means of introducing yours.

The London Free Press
WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	224 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Kingston—

A city of 25,000 people, where business is good.

The British Whig—

A daily with 6,414 average circulation, all A.B.C. — that serves 84% of the city.

Does this not suggest something to you, Mr. Advertiser?

COVER THE GEORGIAN BAY DISTRICT

by using

The Sun-Times

OWEN SOUND

Published Every Other Day.

Sworn Average Circulation **6,133** *copies an issue*

Population of Owen Sound, 12,218

Population of surrounding country served by Sun-Times, 50,000.

New York and Chicago Printers To Resume 48-Hour Week Sept. 30th

Closed shops in New York, Chicago and some other large centres, employing 9,000 or more compositors, have notified the International Typographical Union that they are going to operate on the 48-hour week basis at the expiration of their present agreements on September 30th.

* * *

The British Industries Fair

The next British Industries Fair will will be held in London and Birmingham between February 27 and March 10, 1922.

The British Industries Fair is open to manufacturers in all parts of the British Empire, and buyers from all over the world are attracted. It affords an excellent medium for bringing manufacturers in direct contact with buyers, as only bona fide manufacturers are permitted to exhibit, and buyers are admitted to these fairs by invitations only. The general public is not admitted.

Full details regarding the fairs can be obtained from H. M. Trade Commissioners at Montreal, Toronto and Winnipeg.

* * *

Changes In Lipton's Personnel

R. P. Langford, former manager of the export department of the Bowes Co., Ltd., Toronto, has been appointed general manager for Thos. J. Lipton in Canada. O. C. Moffat, former credit manager of John Sloan & Co., Toronto, has been appointed sales manager. The Lipton offices in Montreal have been closed. Hudon, Hebert & Cie, Ltd., will represent the British tea concern in the province of Quebec.

* * *

Chocolate Manufacturer Dies

John Patterson, president of the Patterson Candy Co., Ltd., Toronto, died at his home on August 18th, in his 61st year. Mr. Patterson founded his business with a retail store on Yonge Street, Toronto, in 1888. During the past 15 years he paid more attention to the wholesale field, and developed national demand for Patterson Chocolates.

* * *

The committee in charge of the special French sample train which will tour Canada, announced recently that the industrial exhibits have practically all arrived and are being assembled in Montreal. The train will leave Montreal on September 2, going eastwards to Three Rivers and Quebec first, afterward straight to Toronto, where it will be shown at the Exhibition Grounds for five days.

* * *

Contracts are being placed by the Federal Advertising Agency Ltd. for the McLellan Chemical Company Ltd. of Detroit and Windsor, advertising Mir-A-cle Washing Cream. Some of the copy runs to the size of a half page and a double page truck is being used in a few papers giving names of dealers handling the product.

* * *

Work is to be commenced at once on sections one and two of the Welland Canal, from Lake Erie to Lake Ontario. The distance is seven miles and the cost Eight million dollars. The work will take approximately four years to complete. J. P. Porter, a Halifax man, has been awarded the contract.

18,000 of Canada's Most Prosperous Families

live in one compact, easily penetrated market, where everybody speaks English, and where the largest average bank accounts in the world are to be found.

PRINCE EDWARD ISLAND

offers an unusually attractive field to the national advertiser, because these prosperous people can all be reached through two covering mediums

The Charlottetown Guardian

AND THE

Examiner

Write for particulars and Rate Card

Moral:

Don't anchor your Head Office too solidly

We claim, naturally, to be able to move GOODS.

But to move an office from one town to another is quite out of the ordinary.

Yet a recent letter from the Maritime manager of a national advertiser compliments us by saying a recent drive made in our papers was so productive of results that he wants to move his office to St. John.

All of which merely confirms our own suspicions that a planned, consistent campaign in The Telegraph-Times-Star combination must of necessity start something.

Can we serve YOU?

The Daily Telegraph

AND

Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

McGill Calendar Includes Lectures On Graphic Arts

Dr. G. R. Lomer, librarian of McGill University, is to give a course of lectures during the fall session concerning "The Development of the Book", which will trace human records from primitive times to the invention of printing. The lectures will be illustrated with library exhibits and lantern slides.

During the session commencing immediately after Christmas, W. J. Healy, Montreal representative of *L'Evenement* and *Le Nouvelliste*, and well known in advertising circles in both Toronto and Montreal, will present a course of ten lectures on "The Graphic Arts", which will cover the history and development of printing, the business of journalism and publishing, and the origin and development of advertising.

* * *

Poster Convention Oct. 10—14

The thirty-first annual convention of the Poster Advertising Association is to be held this year in Detroit, Oct. 10 to 14. "National Advertisers' Day" is slated for Oct. 12th, when E. L. Ruddy, of Toronto, a former president of the association, will be among the speakers.

* * *

The Federal Advertising Agency Ltd. are placing copy in a number of Ontario papers for the Zellner Medical Company of Kitchener, advertising Dr. Bishop's Powders for babies.

* * *

Over 150 delegates were in attendance at the convention of the Industrial Union of Photo Engravers held in Toronto during the week commencing August 15th. Samuel Gompers, president of the American Federation of Labor, addressed the gathering. Last year's officers, headed by Matthew Woll, president, were re-elected by acclamation.

* * *

An interesting experiment in mail order advertising is being conducted by R. C. Smith & Son, Ltd. Advertising Service Company, of Toronto, for the Gordon Mail Order Co. Ltd. Toronto, who are testing out the possibilities of selling men's hats by mail order. Exceptionally low prices are featured in the advertising, which is now appearing in selected farm papers.

* * *

An obvious error in an advertisement for the Farmer-Owned Farm Journals in the last issue of MARKETING gave the *Grain Growers' Guide* a circulation of only 65,000, whereas its present guaranteed circulation is 82,000. The error was particularly unfortunate in view of the interest attaching to circulation and rates occasioned by the article on publishers' costs in that particular issue.

* * *

The index number of wholesale prices in Canada, constructed by Prof. H. Michell, of McMaster University, Toronto, based on forty commodities, stood at 167.0 for the month of July, 1921, a decline of 1.7 per cent, from the previous figure of 169.8 for June, and a total decline of 44.0 per cent, from the peak of 298.3 registered in May, 1920.

* * *

John C. Morris, former advertising manager of Le Bulletin Des Agriculteurs, Montreal, has joined the Montreal staff of McConnell & Fergusson.

Advertising Managers and Advertising Agencies

Who have been keeping in close touch with recent newspaper developments in Quebec province, know that

L'EVENEMENT, Quebec, & LE NOUVELLISTE, Three Rivers

are two of the most worth-while media in the French field.

They are sound, solid, progressive newspapers, independent of political parties or other interests. Their influence and standing with the best classes in their community is shared by the advertisers who use their columns.

A.B.C. Membership Accepted

General Advertising Office, 30 St. John Street, Montreal

THE STRENGTH OF "*The Retail Grocer and Provisioner*"

lies in the fact that it is edited purely and simply to interest retailers.

It is not a newspaper, with current news and gossip of interest to manufacturers, jobbers, and travellers—it is a trade journal or magazine full of merchandizing hints and suggestions for the retailer.

That's why its subscription list is 100% effective for the advertiser wanting to influence retail grocers and provision dealers.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

Reconstruction Association Plans To Boost Canadian Goods

The Canadian Reconstruction Association announced recently that, through its investigation department, it is prepared to assist merchants and wholesale buyers throughout Canada by supplying information as to the classes and grades of goods obtainable in the Dominion, and where they can be purchased. In the case of goods not yet manufactured here, the association will endeavor to interest manufacturers in such production, when it is found that the Canadian demand is sufficiently great to make their manufacture economically feasible.

In announcing its new branch of its activvities, the association expressed the conviction, after much study of the problem, that very large quantities of goods still are imported from abroad of no better quality than that of products of Canadian manufacture, and that the imported goods in many cases are considerably higher in price. This situation appears to he due in large measure, the statement adds, to the absence of information as to what goods are obtainable in the Dominion, and lack of familiarity with such products on the part of merchants and other buyers.

✣ ✣ ✣

New Hudson Bay Co. Store

The new store of the Hudson Bay Co. Victoria, B.C., erected at a total cost of $1,500,000, will be opened soon, according to an announcement made at the head offices of the company. The store will housc forty departments. It stands near the first H. B. C. store in Victoria, a one-story structure of brick, brought around Cape Horn from England. The new store will be the latest building in the chain of 11 H. B. C. stores in Canada. It was started before the war, construction being delayed by disturbed conditions.

✣ ✣ ✣

The Toronto office of the Advertising Service Company Limited, is sending out insertion orders for a fall campaign of the Nineteen Hundred Washer Company Co. Three different products are featured—the 1900 Cataract Electric, the 1900 Water Power Washer and the 1900 Gravity. The list includes magazines, daily newspapers and farm publications.

✣ ✣ ✣

The Detroit Times went into bankruptcy on August 15th, liabilities being placed at between $ 250,000 and $ 300,000.

✣ ✣ ✣

The output of steel ingots and castings in Canada during the month of June was the highest for any month during the present calendar year. The output was 64,103 long tons, an increase of more than 12,000 tons over the production for the previous month, which was 52,001 tons.

✣ ✣ ✣

The Murray Howe advertising agency, New York and Toronto, was acquired on August 1st by the Wm. H. Rankin Company, and the business of the two companies has been merged. Adam F. Smith, Toronto representative, will continue to act as the Canadian agent of the Rankin Company, handling the accounts of the Canadian National Carbon Co., Toronto: Dominion Oxygen Co., Toronto; and the Canadian end of Prest-O-Lite.

✣ ✣ ✣

R. Sykes Muller Co. Ltd. Montreal and Toronto, will in future handle the Rolls-Royce motor car advertising in Canada.

Alberta and Saskatchewan

growing 68% of the estimated total grain of Canada

again demonstrate their outstanding predominant position as the

Best Field in Canada Today

for the marketing of nationally advertised goods.

On August 10th last the Dominion Department of Agriculture issued a very carefully compiled estimate of crop yields for 1921, on which the following table is based, the values being quoted October prices on the Winnipeg Grain Exchange. August 15th, 1921:

CROP STATISTICS 1921

Compiled from Dominion Department of Agriculture Estimate of August 10th 1921

	Total for All Canada		Total for Alberta & Saskatchewan		
	Bus.	Val.	Bus.	Val.	% of total for all Canada
Wheat	288,493,000	$432,740,000	225,042,000	$337,563,000	78%
Oats	457,344,000	228,672,000	241,731,000	120,866,000	53%
Barley	58027,000	45,261,060	22,810,000	17,791,800	39%
Rye	11,707,000	11,941,140	6,406,000	6,534,120	55%
Flax	6,930,000	15,038,100	5,690,000	12,347,300	82%
	822,501,000	$733,652,300	501,679,000	$495,102,220	68%

It is obvious that farmer business in these provinces will be unexcelled. Fall advertising campaigns should be under way *Now* to secure maximum results.

The *Farm and Ranch Review*, with its 50,000 circulation concentrated almost entirely in these two provinces, offers you the most effective and economical method of covering this field. Remember too, in spite of production costs being far in excess of 1913 our rate remains on a pre-war basis as follows:

Line rate per 1000 circulation 1913: .007
Line rate per 1000 circulation 1921: .007

Any Agency will be pleased to go into details with you or write direct to

The Farm & Ranch Review

Published 5th and 20th of Each Month

CALGARY Members A.B.C. ALBERTA

Don't Undervalue Talk

We in the business world have always undervalued public speaking. We have looked down on the man who is a talker. This is natural, as many talkers are shallow prattlers—mere windbags. But all the while we have forgotten the great fact that all self-governing countries are governed by talkers. The very word "Parliament" means the place of talk. In business, too, as well as in politics. it is important to be able to talk well. As a manufacturer told me recently: "We business men are not good talkers, and so the politicians and labor leaders get ahead of us. Almost every business transaction is carried through by talk or by letter. The Yorkshire coal strike was caused by the use of a wrong word on the part of Sir Auckland Geddes. Business life is largely composed of conferences and conversations, and these are composed of talk. So why should we persist in the self delusion that a business man must be dumb? Better join a Rotary Club or Advertising Club or Efficiency Club and learn how to talk effectively.—*Herbert N. Casson.*

* * *

Riding For A Fall

A merry crowd of 50 boys were pulling a waggon up a long hill. One of the boys hurt his foot, so the other boys put him in the waggon.

Another boy sprained his ankle and was put in.

A third boy had a tummy ache and was put in.

A fourth boy said he had heart disease and climbed in.

Then half a dozen climbed in without giving any reason. "We want to ride, too." they said.

The waggon was now so full that the other boys stopped pulling.

All of them wanted to ride.

They began to quarrel.

The waggon rolled down hill.

There was a great *accident.* all because the boys stopped pulling and wanted to ride.

"Yes, there's a great meaning to this silly little story. —*Herbert N. Casson.*

Getting Results

An appeal can be "made" or "marred" by the way in which it is presented. It is wise therefore, to tell your story in the best possible manner. For a small remuneration, you can have copy written that will produce the desired result. An interview can be arranged in your office or in mine.

FREDERICK M. HAHN
General Advertising Service
79 Adelaide Street East, Toronto
Telephone Main 7559 — Hill. 2074W.

The Stickers Win

It's the steady pull that wins, and stickers in Quebec are getting results via

The Telegraph

Always

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
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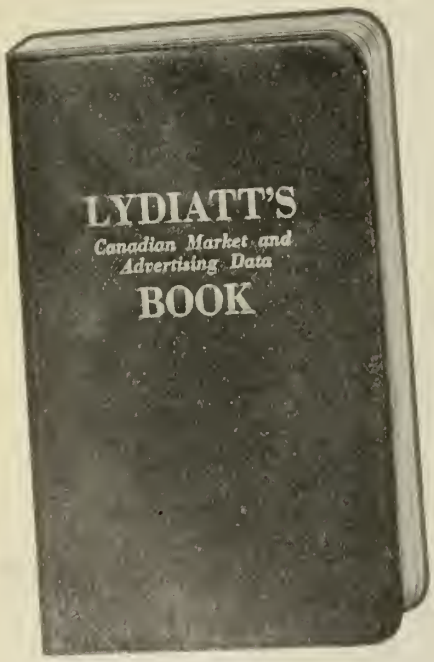

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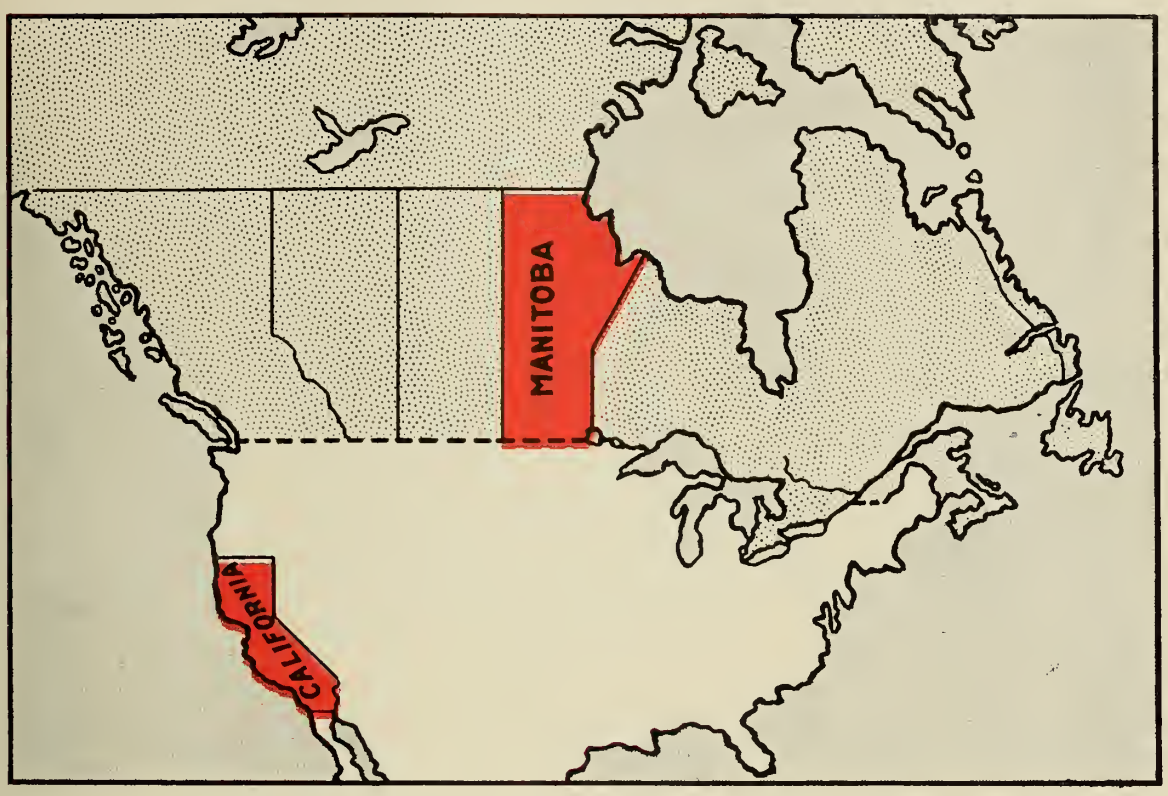
One of the Two Bright Spots on the Continent



MANITOBA offers Best Return for Sales Effort

THE map reproduced above is based on the July forecast issued by the Babson Statistical Bureau which indicated that Manitoba and California are the only two territories on the continent where sales prospects may be termed "bright" for the next three or four months.

Babson, the well-known statistical expert, places Quebec, Saskatchewan and Alberta in the "fair" classification ; Manitoba and California are calculated as being "good." The forecast is based on crop prospects, bank clearings, and volume of sales during the first half of the year.

It shows that during the month of May Winnipeg's volume of sales stood at 103 as compared with May 1920, represented by 100. The same volume of business stands at 129 as compared with the average volume of sales for the month of May during the previous 10 years, again represented by 100.

We would suggest that you concentrate your advertising and selling forces during the next four months upon the Western field, and particularly in the Winnipeg territory, where the Free Press—Western Canada's Greatest Newspaper—and the Free Press Retail Merchants' Monthly offer you the utmost in newspaper service.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:

Edgar J. Guy, 302 Royal Bank Building ◆ ◆ ◆ Toronto
E.L.McArthur, 224 St. James Street ◆ ◆ ◆ Montreal

IN ORDER TO FURTHER CO-OPERATE with Canadian advertisers and Advertising Agencies, we announce the appointment of

MR. J. B. RATHBONE

as the representative of our publications:—

THE HALIFAX HERALD

THE EVENING MAIL

AND

THE SUNDAY LEADER

in Quebec Province, with offices in the Transportation Building, Montreal, and for the Province of Ontario, with offices at 95 King Street East, Toronto.

THE HERALD AND THE MAIL

W. H. Dennis

Vice-President and General Manager

HALIFAX,
August 11, 1921

Volume VI.
Number 12

TORONTO SEPTEMBER 15th. 1921

20 Cents a Copy
$2.50 a Year

Marketing

and Business Management

Edited by
W.A.Lydiatt

THE ONLY ONE OF ITS KIND IN CANADA.

THE ASBESTOS MANUFACTURING COMPANY Limited, Lachine, Quebec, operates the only plant in Canada manufacturing Asbestos Roofing Shingles.

A number of years ago we handled a small campaign for this Company, but during the past few years such a large percentage of their output was shipped to the devastated regions of France and Belgium, as well as to other export markets, that the home field was, necessarily, neglected.

It is gratifying to us to be again called upon to serve The Asbestos Manufacturing Company Limited in the preparation of their advertising.

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA BY W. A. LYDIATT

What Makes Advertising *National?*

THERE is a significant distinction between *local* and *national* advertising.

Local advertising multiplied by all the towns in Canada merely multiplies local influence; it means that you are doing *local* advertising on a national scale, without getting the effect of *national advertising.*

National advertising creates the idea that you are prepared to compete with anyone anywhere. Consumers favor products that are "sold everywhere" because they feel that such products must be of the highest quality in order to successfully compete with local brands. This attitude of consumers may explain, in part, the predisposition for "imported" products.

The impression desired is not gained by advertising in local media in Vancouver and Halifax and all the towns in between.

If you use only *local* media in Vancouver, what is the difference between your advertising there and the advertising of a firm whose factory is in Vancouver? The chief difference is that Vancouver people know the local factory: they don't know yours. Also, they don't know that you are advertising in local media in Halifax and everywhere else.

All the prestige which the idea of *national consumption* lends to your product is lost, and you compete with the local manufacturer at a disadvantage.

Your advertisement in magazines, on the contrary, carries with it the impression that you are seeking sales *everywhere.*

The media having national influence in the chief trading centres of Canada are the magazines listed below.

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

Woman's Century
TORONTO

World Wide
MONTREAL

BUILD *National* PRESTIGE WITH MAGAZINES

Rate for Space in Maclean's Magazine is 25 per cent. *Below* the average

IN a recent issue of *Printers' Ink* there was a most interesting article on the Milline system of comparing advertising rates. Rates are usually quoted on the basis of so much per agate line. Milline is a new word meaning cost per line per million circulation.

Toward the end of the article quotations were given of the average Milline rate for all the various classes of publications in the United States. The following quotations are of special interest in connection with MACLEAN'S MAGAZINE:

"The average Milline rate for monthly magazines in the United States today (98 leaders) is $12.58."
"The average Milline rate for weekly magazines in the United States today (27 leaders) is $12.44."

The A.B.C. auditor's report for MACLEAN'S 1920 circulation gives a net paid average of 71,481 copies. With our 70-cent per line rate, this means that the cost per Milline in MACLEAN'S MAGAZINE figures out at $9.79.

There seems to be a probability that the Milline system will be used quite extensively in the future by advertising space buyers and others in comparing advertising rates. The Standard Rate and Data Service announced recently that the demand for the Milline tabulation has grown so strong that hereafter it will be given in that publication.

It is claimed for the Milline system that it permits the comparison of like with like. It reduces all advertising rates to a common denominator.

The quickest way to find the Milline rate on any publication is to take the agate line rate and multiply it by one million then divide that by the average net paid circulation of the publication. The answer will be the Milline rate.

Other things being equal, the Milline varies with the quantity of circulation; the large circulation publications are able to deliver circulation at a lower Milline cost than the publications with smaller circulations.

In spite of this fact, it is a most note-worthy demonstration of the low price at which advertising space is sold in MACLEAN'S MAGAZINE when it is now seen that our Milline rate is only $9.79 whereas the average Milline rate for the 98 leading magazines of the United States is $12.58 and the average Milline rate for the 27 leading weekly magazines is $12.44. **These averages are more than 25 per cent. higher than MACLEAN'S Milline rate.** Other Milline rates which may be of interest are these:

The average Milline rate for Newspapers in the United States today (48 States) is $5.03.

The average Milline rate for Women's Magazines (27 leaders) is $16.53.

The average Milline rate for monthly farm papers (46 leaders) is $14.30.

The average Milline rate for semi-monthly farm papers (40 leaders) is $8.06.

The average Milline rate for Weekly farm papers (69 leaders) is $11.14.

The Milline system has its limitations, and one of these is that circulation *alone* does not determine the value of advertising mediums. But the Milline does give the buyer a clear conception of what he is paying for advertising service, and enables him to make comparisons instantaneously.

MACLEAN'S MAGAZINE is in an excellent position indeed to stand these comparisons.

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

Write for A.B.C. data, Rates and Sample Copies.

The Maclean Publishing Company, Limited, 143-153 University Avenue, Toronto, Canada.

SOLID SATISFACTION

comes to advertisers who use

The Saskatoon Daily Star

(EVENING)

and

The Saskatoon Phoenix

(MORNING)

BECAUSE

These two newspapers are the only newspapers thoroughly covering Central and Northern Saskatchewan.

This means they cover a tremendous territory which is at present yielding a tremendous production of wealth in foodstuffs which the whole world needs.

Consider the foregoing, study the import of such a statement and the conditions it implies.

In this territory is a "favourable condition" for marketing your products. As an advertiser you will appreciate it.

The two newspapers covering such "conditions" are surely profitable "mediums" for you to use.

W. F. HERMAN, Proprietor

Also proprietor of The Border Cities Star, Windsor, Ont.

National Advertising Representatives—

F. W. THOMPSON,
100 King St. West. Toronto, Ont.

W. H. STOCKWELL,
People's Gas Bldg., Chicago, Ill.

C. E. MILLER
235 Fifth Avenue, New York.

ONE of our subscribers remarked in a letter the other day that ***Marketing*** "has developed quite an imposing list of editors and contributors." A well-known agency executive, he said, had called his attention to these names with the statement that "any sales or advertising man who saw that list should be sold right away on it."

* * *

Despite Shakespear there is much in a name. More significant, however, than their mere names is the class of material these contributors have been writing for us. It may perhaps be interesting to ***Marketing*** readers to know that several information bureaux who read hundred of business publications and condense articles from them as a part of their service to their subscribers, regularly index a greater proportion of the articles that appear in ***Marketing*** than in any other business journal.

* * *

These bureaux know, from long experience, the sort of articles that business men are looking for. When they list one or more articles from every issue of this paper it is a certain indication that the average of sound, practical, file-worthy material in ***Marketing*** is pretty high.

* * *

Just now we are putting increased emphasis on the practical solutions of existing marketing problems. In times like these, when orders have to be worked for, business men are more interested in methods than in theories. It is at such times that they turn with more eagerness than usual to the business journals which serve their profession.

* * *

We have had to crowd out of the last several issues a number of good articles, devoted more to theory than practice, in order to make room for live news stories of what Canadian business men are doing to increase sales. Sales executives in Canada are more reticent concerning their methods and results than is the case in some countries; but our search for inside facts concerning current selling successes which have made good in spite of stiff resistance, is being rewarded. Some of the results of this search will be found from time to time under the serial heading of "What We Are Doing To Increase Sales." These interviews with the sales managers of many of Canada's representative concerns should be particularly stimulating at the present time.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Vol. XV. SEPTEMBER 15th, 1921 No. 18

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A Review of Roy S. Durstine's latest book on Advertising.

Published on the First and Fifteenth of Each Month at 53 YONGE STREET, TORONTO, CANADA.

Entered in the Post Office at Toronto as second class matter.

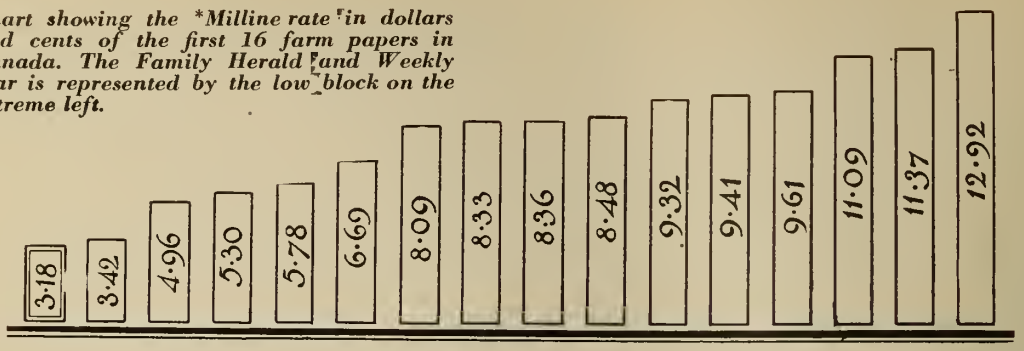
Member Audit Bureau of Circulations.

W. A. LYDIATT, Editor.
WM. G. COLGATE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $2.50 a year; elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

*Chart showing the *Milline rate in dollars and cents of the first 16 farm papers in Canada. The Family Herald and Weekly Star is represented by the low block on the extreme left.*



A Comparison of Rates

Commenting on the remarkably low advertising rate of the *Family Herald and Weekly Star*, a leading authority on farm papers claims that The Family Herald and Weekly Star is the ***"best buy in North America."*** Ample justification for this claim is found in the following comparisons :

The milline rate for 28 of the leading farm papers in the United States is $6.27. The milline rate for The Family Herald and Weekly Star, as indicated in the above diagram, is only $3.18.

The milline rate for 28 Canadian farm papers is $7.94 compared with $3.18 for The Family Herald and Weekly Star.

The milline rate for 10 WESTERN Canadian farm papers is $7.83 compared with $4.61 for The WESTERN Family Herald and Weekly Star.

The milline rate for 18 EASTERN Canadian farm papers is $7.00 compared with $3.61 for The EASTERN Family Herald and Weekly Star.

Summing up, The Family Herald and Weekly Star offers advertisers the most powerful circulation in Canada at less than half the average cost of other farm papers.

**The "Milline" method of reducing advertising rates to a common basis for the purposes of comparison is simply an extension of the old "cost per line per thousand" method. "Milline" means one line in a million copies of a publication. Thus a paper with a circulation of 100,000 and a rate of 50 cents per line would have a milline rate of $5.00. Circulation figures and advertising rates used in the above comparisons were taken from the August issue of the Standard Rate and Data Service.*

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

MONTREAL, ***Established 1870*** **CANADA**

BRANCH OFFICES

New York	Chicago	Toronto	London, England
DAN A. CARROLL, Representative	J. E. LUTZ Representative	M. W. McGILLIVRAY Representative	M. A. JAMIESON Representative
150 Nassau Street	First National Bank Bldg.	182 Bay Street	17 Cockspur St., S.W.1

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing
and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

A DISTINCTIVE CANADIAN CHARACTER NEEDED IN OUR INDUSTRIAL ART

The success of Canadian industry handicapped by lack of discrimination among manufacturers who think of art in terms of long hair and limpness, and not, as it actually is, merely "the best way of doing things." An article based on an interview with

ARTHUR LISMER, A.R.C.A.
Instructor, Ontario College of Art, Toronto.

THE problem of improving the commodities of every nation is engaging the attention of experts in science, transportation, labor and economics. In Canada the discussion of art as a possible and desirable quality in trade that might bear close examination has not yet become general. It perhaps does not occur to the average manufacturer that there is such a thing as an art value in everyday utilities. There is, even though he may not recognize it. And it is the presence of this art quality in certain articles, limited though it may be, that enhances their attractions in the eyes of the purchaser. Therein lies the practical value of art in plain things. But the faculty of art appreciation requires development. It must be based upon and take its inception from the primary period of education; for if there is one needful quality that Canada does not possess in education, in Government and in trade—export and import—it is a quality of art consciousness that makes the creation, the manufacture and distribution, the selection and purchasing of goods of every kind either wise and economic, or wasteful and foolish.

As with an individual so with a nation. We judge a person by his speech, his manner of dress, by the company he affects and by his home surroundings. In short, by his taste or culture.

Consequently, so long as Canada purchases tasteless things—that is, cheap and tawdry—and exports no single article having art value—that is, tasteful, useful and beautiful—so long will the Canadian market be appropriated or monopolized by manufacturers of cheap and inferior goods of the 10 and 15 cent variety. Worst of all she will forfeit by her complacency and lack of discrimination her rightful place among the great manufacturing nations of the world.

MERELY THE BEST WAY

Let us be frank with ourselves. Let us realize that in the long run a nation is weighed not by its speeches alone, nor by its deeds alone, but by its art also. The records of a nation are written in its art. They are traceable in the work of the sculptor, the architect, and the painter. The art of a nation speaks in eloquent though silent terms of the state of its civilization. The cave-wall scratchings of paleolithic man —the glory that was Greece—the magnificence of Italy in the fourteenth century—French tapestry—English eighteenth century furniture—What are these things if they are not evidences of an art consciousness and the ability of the peoples to interpret that consciousness in terms of utility and beauty? The thing to remember is that the love of beauty as applied to practical things is not a recent discovery, it is not the possession of the elect but it belongs by right of natural heritage to everybody, the peasant with his decorated porridge bowl no less than to the millionaire with his Chippendale furniture. "Art," said the philosopher, "is not a thing separate and apart; art is only the best way of doing things." And the longer one lives and observes, the more one is convinced of the profound truth of that simple axiom.

The French Government recently gave signal evidence of this quality of art consciousness—call it art conscience, if you will—when she wished to pay her tribute to Canada's share in the war. Her tribute, the greatest she could bring, was a work of art, a bronze statue, by her greatest sculptor, Rodin. The finest men of France, remember, the most representative artists, statesmen, engineers, philosophers and men of science came from France to Canada, and all bore equally the gift—a tribute to Canada and the pride of France. You know how Canada is represented abroad usually—I should like to say misrepresented—by a display of apples, a sheaf of wheat, and a model of King George in dairy butter. And this at industrial ex-

THE displays of commercial art work of all kinds at the Canadian National Exhibition makes the accompanying interview with Mr. Lismer particularly timely. The almost complete lack of a distinctively Canadian note in industrial design was fully borne out by the various exhibits, which, although including much creditable work, displayed no distinctly national characteristics.

hibitions visited by persons from all over the world. Nothing disparaging is implied by this reference. To feed the earth is a noble mission for any nation, but—it is not art.

Imagine, however, a state of appreciation, on Canada in the future when she will be represented in one exhibition by artistic furniture; in another by fine pottery; in another by carpets and wallpapers; and in another by craftwork in metal, wood and silk. The materials for all theses things are made in Canada. The potential art quality is here also to create them into fine objects of taste; but the appreciative sense, the education, and what is most important, the interest of our manufacturers, do not exist. Some day we may have distinctively Canadian designs in jewelry, fabrics and furniture for example. Meanwhile we shall have to try to content ourselves with such slight advances as were revealed by our showing of commercial art at the Canadian National Exhibition this year.

Why The Capital 'A'?

At the present time, the average person, be he cultured or otherwise, regards art as a useless sort of activity and the artist as a kind of unorganized creature, whose main object in life is ease and a picturesque mode of living. His work is put in the same class with the spring effusions of the perfervid poet. His place in the scheme and progress of the nation is negligible if not entirely useless. The majority of persons think of art as a picture, a picture in a gilt frame, hanging in an art gallery. They are quite ready to admit as a rule that an art gallery, like a gorgeous city hall, gives a sort of "tone" to a city; but always Art —capital A, if you please—is a picture, never anything else. Well, how does this happen? From lack of knowledge chiefly concerning the breadth and purpose of art. Such persons will have to divorce long hair and limpness from art before they will see it in its right relation to the common affairs of life.

Consider for a little while the chair you sit in, the fork you eat with, the table in the living-room or library, the linen or clothes you wear the posters you gaze at, the magazine you subscribe to—all are of low value unless they have an art quality. Therefore the greater the value of a commodity from an art point of view, the greater its power to form an apreciative taste through constant association. Such is the power of association that, if we are constantly in touch with base things, our taste becomes low. We see and purchase only poor shoddy things. But if we select useful and tasteful commodities, then we shall demand these things, and they become a part of our lives. They become commodities in daily use—beauty plus utility.

The world of industry surrounds us on every side. It pervades every human activity. Progress today depends upon the successful conquering of environment, bending all the materials and forces, all the energies and intelligence we possess to the needs of man.

Science has brought untold resources and treasures, has unfolded the secrets of natural forces and laws of nature and made them of human service. Art also has a high calling of service, a value apart from the purely aesthetic: It has a commercial, an industrial quality. A chunk of maple may be worth five cents; cut into a pleasing shape its value increases. Thus design and workmanship may turn it into a carving of beauty and use—an object of art that will bring honor to the artist and reflected appreciation to the nation. What is furniture but this? What value has style or period if it has not beauty? This is industrial art in its highest manifestation.

Art as was said is not a luxury for the well-to-do, nor is it an idle dream to hope that the utilitarian value of beauty as a commercial asset will one day be democratized. Neither is it vain to think that its power as a factor in industrial progress will become more firmly established in the minds of manufacturers and distributors and the purchasing public, as indeed it must if we, as Canadians, are to find our rightful place in the markets of the world. The usual plea of the manufacturer, the distributor and the salesman that they know what the public wants and that the public has no taste anyway, is after all only a subterfuge for lack of initiative and the lack of a discriminative taste on the part of the manufacturer from whom the others must take their cue.

Canadian Character

How many firms do we know who have put out a single line of Canadian-made goods with any evidence of real art quality? We might find some furniture—all copies. A little wallpaper—also copied or borrowed from United States manufacturers. A few pirated designs for carpets and silverware; but not a thing for export and not anything that truly and faithfully reflects Canadian character. We have not even a style of architecture, unless it be the log cabin. We are, however, getting a national quality into our painting, something of it in our literature and music, much fine engineering and an enviable reputation for certain systems of hygiene and child welfare—All these strike a national note.

Making Dreams Real

It may be affirmed that initiative, originality and discrimination in commercial and industrial art will come; that it is in the natural development of a nation; and that art appreciation is about the last thing to arrive, some time after the land clearing, tree chopping, the roads and the rails. One would like to think so. At all events it will not come and never did come to any nation until an awakened conscience, with an eye to the quality of its future, saw the vision and made the dream a reality. So it came to Praxiteles in Greece, to Michael Angelo, to the nameless builders of Gothic Cathedrals, to Stradivarius in Italy, to Boule in France, to Inigo Jones and William Morris in England, to the man who pushed through the Panama Isthmus. And it will come in Canada to the manufacturer who will co-operate with artist and public, who will produce a commodity of artistic value at a moderate price and distribute it wisely. Such a man will not be without honor even in his own country. The collaboration of manufacturer, artist and public would be the working out of the expression of industrial art in its finest and most complete sense. The product of such a combination may multiply in spirit and in numbers, for a good thing well formed and well made will not lack appreciation. Even so it does not matter really if it be made by tens, or by tens of thousands, its quality is assured because it is fashioned truly and with an eye to beauty, utility and service.

All this of course is a matter of ideals. Although ideals are the most practical things of life, the modern plaint of "show me" must be met with facts and figures which no artist is prepared to face any more than a manufacturer is prepared to consider art in relation to industry. The ideal team of artist with his dreams and designs and the manufacturer with his business ability, capital and machinery, rarely come together. When they do, there is no need for a "show me" attitude. The dream be-

comes realized. The commodity is marketed.

Nevertheless, it can be shown where the whole matter of growth must commence before industrial art is an established factor in Canadian business. It begins with education. and education has been defined by Spencer as "a preparation for complete living." Now whatever our ideas may be as to what constitutes "Complete living", it is conceded that at least it means an interest in things of the mind and an appreciation of the beautiful. In our education of the young, we devote a great deal of attention to the head. little to the hand, and almost nothing to appreciation, which is largely made up of the aesthetic sense. without an appreciative public, the manufacturer will expend much money and energy on educating it toward a desire for more pleasing things in daily life.

A Commercial Asset

Fortunately every nation almost is turning with renewed interest to the training and development of the youthful mind. Educational standards are on the march. Signs of an awakened interest in intellectual affairs are not lacking. One recent post-war announcement in England of the new educational programme reads, "More home craft for girls; more hand work for boys." In France, while the conflict still raged on her own territory, planned new systems of technical and art education. Never did she lose sight of the fact that her art industries were always her greatest commercial asset. Nor did Germany forget. During the occupation of French territory by the German armies, the greatest destruction was aimed at those industries that were the pride and wealth of France. Her industrial arts of pottery, silks and furniture suffered greatly through the deportation of men and machinery. By mobilizing her art industries, her art schools and instructors and by selling to her erstwhile foe her fashions, silks, pottery, and tapestries, laces and shoes. France after the war of 1870 quickly paid her huge indemnity to Germany. Her example has survived for a later occasion.

This is precisely what the world is doing in every country—mobilizing every faculty to increase national wealth. And it can be done in Canada, as it is being done—and we must never allow ourselves to forget it— in Germany today. Our art schools and technical schools stand now as worthy institutions for the support of the manufacturers. But their work for the most profitable and enduring results must be supplemented by a public school system with instructors of wide appreciation and sound technical skill to encourage and foster the growth of taste in selection. Their charges are the purchasers of commodities in the future; they have it in their power to make our cities beautiful or ugly.

Art education, let me repeat, does not mean the encouragement of amateur oil and water color painters. It does mean emphatically the development of that skill of hand and eye, and the cultivation of that faculty of appreciation that is the rightful and normal heritage of every individual. Every manufacturer, every salesman, every worker—it matters not what he makes or sells—should attend an art school or, if he cannot do that, read good books on art and design; for the insight thus gained into what constitutes good art and bad will make him a better producer, a more useful employe, and a truer craftsman.

A commodity of world-wide distinction in the present day is produced in an educational sense in the art and technical institutions of its own district. Thus we have English pottery from the Midlands, lace from Nottingham, silverware from Birmingham and Sheffield, carpets from Kidderminster, textiles from Glasgow, cottons from Manchester, woolens from Leeds and Bradford. All these things are the expression of industrial art in its highest and most useful forms. They are carved, moulded and woven out of the very fabric of the people, giving service, gaining reputation as goods of quality and beauty, and adding immeasurably to the wealth and prestige of the nation which produces them.

* * *

BETTER BUSINESS LETTERS*

8. Co Relation of Correspondence.

Tying up the letters of various departments to form a logical unit. One department often sends out correspondence which nullifies the work of another. Responsible correspondence supervision and establishment of Better Letters conferences suggested as remedies.

Written for Marketing by Louis Balsam.

IN January, 1921, at a time when business men were climbing all over each other in their unseeming haste to get more business, the sales department of a New England leather products company sent out this letter to its customer:

"Gentlemen:

It is our pleasure to inform you that beginning immediately there goes into effect a flat rate reduction of 25% on every article in our entire stock. This means that from today on you may deduct 25% from the prices in our winter catalog, when sending in your orders. In all our business experience, this reduction is the most important business inducer we have ever resorted to. A careful survey of market conditions will convince you that nowhere in the United States can you secure goods of such high quality as ours, at prices anywhere near the new ones now in effect at this factory.

With the new price schedule in full working force, we have every reason to believe that January will be one of the best months we have experienced for a long time. We would be very glad to have you share in this money saving event, and are anxious to co-operate with you to the fullest extent, in order to make your leather goods purchases yield you the largest possible returns.

Won't you look over your stock now, while you have the matter in mind? Then send us your order for whatever you need, according to the latest catalog, and we will not only ship your goods immediately but invoice your goods at prices 25% less than those marked in the catalog. Buyers, who have visited us in the last few days, have voluntarily told us that these values, based on the new price revision, can't be duplicated any place else that they know of, quality and service considered.

No matter what the size of your order is, send it in now while our stock is

*Copyright Canada 1921 by W. A. Lydiatt

still fresh, clean and complete so that we can give you exactly what you want and when you want it.

Yours very truly,

————Leather Co."

Let us consider that letter for a moment. As sales letters go, it is a good specimen, not only because it brought more than average results, but because it really shows a sincere desire on the part of the writer to be of service to the reader. The letter has good psychology, too, and and is worded in an enthusiastic, earnest way that did make a very favorable impression. I happen to know that the man who wrote it, (the sales manager of the company) wrote eight other letters, over which he spent many a weary hour, and out of the nine sent this to a selected list.

It so happened that one of the customers that received it, also received four days later, the following letter from the collection department.

"Gentlemen:

May we ask how long you intend to withhold payment of our October 1st statement, of $21.46? We have written you several times before about this and frankly don't believe that you ought to require us to go through so much trouble for such a small sum.

We would like to know why it is that you haven't paid us money that rightfully should have been in our possession at least ninety days ago. We suggest that in order to square this long standing account with us, you mail us a check by return mail.

Our margin of profit, as you doubtless know, has always been a very small one and we, therefore, can't afford to keep on sending out requests for small sums of this nature, because these requests, many times, eat up the profit on a sale of this nature.

We are sure that when you will consider these facts you will not delay us further but will do the honorable thing and mail the $21.46 today, right now, while you are thinking of it. Please do not force us to write further letters for this sum.

Yours very truly,

————Co."

These two letters and two more that we shall discuss in a moment, form the background for the whole subject of the importance of co-relating the correspondence of our various departments. The two letters, in themselves, would contain enough material for an eloquent sermon on the necessity of one department knowing exactly what the other department is doing.

Many a sales and advertising force has burned the midnight oil in order to produce effective sales and advertising campaigns. Many a time sales letters have wafted out of the selling departments—letters charged with dynamic, contagious enthusiasm, tending to bring business only to have all this splendid energy wasted, all the enthusiasm killed by crabbed, almost vicious letters sent a few days before or after, to the same list of people, by another department in the house.

One of the large hardware companies of Chicago, spent eleven weeks on a direct by mail campaign, the background of which was a series of personal letters to garage owners. Two days after this letter went out:

"Dear Sir:

When you get home at night after a long hard drive, eager to get the old bus into the garage as quickly as possible in order that you may take a much needed rest, isn't it exasperating to have to fool around sometimes as much as 20 minutes with a garage door that won't behave?

Haven't you often wished. under the circumstances, that somehow or somewhere you might find a garage door hanger that would respond to your slightest touch and that would forever do away with the necessity of straining and tugging and pulling in order to shove back far enough to enable the car to enter?

Blank garage door hangers were constructed entirely to fill that need. Prominent architects are now specifying these hangers as standard equipment for every garage being constructed under their charge, hereafter. There are probably one or two people who have this mighty useful piece of hardware installed on their garage doors, right in your own neighborhood. May we not demonstrate one to you, at your convenience, free of charge?

The cost for the whole outfit, including installation, is less than what you would pay for an ordinary battery!

We would consider it a pleasure to be of service to you and would do everything in our power to give you the kind of service and quality you would naturally expect for your money. For 21 years we have been doing business in this locality and have on our books today customers who started doing business with us soon after we opened shop. This will give you some idea as to what kind of service you will get from us, when ordering garage door hangers. We go on the assumption that the customer is always right, and are confident that if you will give us an opportunity to demonstrate what we mean by "service," on the garage door hangers in question, that you will never go elsewhere for your hardware. Just say the word.

Yours truly,

————Hardware Co."

The adjustment department sent a customer, who received it, this letter, word for word:

"Dear Sir:

We have your letter, regarding what you claim to be an overcharge of $4.75, dated March 7th, to hand, and contents carefully noted. In reply to same, beg to state that after carefully checking over our books, we are unable to find any instance wherein we charged you twice for the Disston saw, to which you have referred. For that reason we are returning the invoice you mailed back to us, exactly as you sent it, since the original amount is due this company.

We sometimes wish that customers would not be so anxious to complain about our service, especially when the fault does not lie with us in any way whatsoever. We can understand, though, sometimes, without thinking, a customer may consider that he has been treated unfairly, but as you will see from the above, we have not charged you twice for the saw in question, and, therefore, the full amount of the invoice is due us and payable.

Thanking you for writing us in regard to this item, and hoping to receive your further favors, we remain

Yours truly,

————Co."

There are, literally, thousands upon thousands of concerns throughout North America, that do this fool thing week after week. They send out really worth while letters from the sales department only to completely nullify the effects by collection or adjustment letters, such as we have quoted.

An Expensive Mistake

At the recent convention of the Direct Mail Advertising Association, in Detroit, a well known director of correspondence had just finished a thorough discussion on the subject of Better Letters, when he was asked by an advertising manager just what part could the advertising department and specifically the advertising manager, play in the endeavor to get out Better Letters for his company. The reply was immediate and effective, "It is the duty of the advertising manager to make absolutely certain that every letter, leaving his institution be written so as to harmonize with the plans and ideals of the advertising department. That advertising manager, who believes that once he has completed a particular campaign his job is finished, is making a very expensive mistake. Too often answers to the very inquiries produced by the advertising department, have been so mishandled that it would have actually paid the concern never to have attracted that prospective customer's attention".

This particular director of correspondence might have gone on to say that often after the prospect had become a customer, letters from routine departments have been the cause of alienating him so completely as to lose his business for life. That is why the advertising and sales managers who are really onto their job, are no longer content to look upon their own particular work as the be all and end all of their existence. That is why today those schools

which endeavor to teach executives and others, the relation of various departments to the business, to their own, are doing a whirlwind business.

Even in this day of specialization, business leaders have come to realize very keenly the absolute need for the larger point of view. Nowhere is this demand felt more keenly than in the field of business correspondence.

Before discussing separate ways and means of insuring a worth while co-relation of the correspondence of our various departments, let us get very firmly in mind this fact: That a business, your business, my business, or anyone's business, is only as strong as its weakest link. It would dishearten some of us to realize how pitifully often, the weakest link in many a business is that of correspondence.

Why Sales Dropped

Charles Henry Mackintosh, one of the major executives of the La-Salle Extension University, often uses as a focal point for one of his talks, the story of a well known wholesale grocery house that found itself, because of unknown reasons, on the verge of bankruptcy. For over twelve weeks the sales manager had been making exhaustive tests and experiments to find out the reason. He sent personal letters to various dealers throughout the country, but got no satisfaction. He hired a corps of special men to sound the dealers on prices, service and quality. He found that in practically every instance the prices of his company, the quality of their goods, and the general service rendered, was equal to that of their competitors and in some instances the price was even better. Yet sales kept dropping off, customers quit ordering without giving any reason whatsoever.

The sales manager was stumped, and yet he had to find out where the trouble started. Then, one day the president took the matter in his hands, and picking out, at random, a list of twelve average dealers he visited them personally.

The very first man was a small town merchant in the same state. He agreed that the goods he had been receiving were all right, that the price was fair but that he had just simply decided to turn his business elsewhere. For nearly an hour the president of the concern talked to him and was about to give up, when by the sheerest accident this small town dealer pulled out a filing jacket from amongst his books and lay several letters before the president.

You can imagine how the owner of this immense concern felt when the dealer showed that he had been forced to write nine letters in order to adjust a complaint over two small barrels of herring! With this mighty interesting clue, the president began to make pointed inquiries about the correspondence, and found that of the fifteen men he visited, eleven had become thoroughly disgusted not only at the number of letters they were forced to write but at the careless treatment these letters received by the company! Here was a specific instance of where high-class salesmanship, good merchandise and right prices, an unusually good combination, were almost valueless because "back home" an inefficient, haphazard, sloppy correspondence system in the routine departments was not co-related with the high calibre of the other activities of the business!

Mr. Mackintosh goes on to show how this same company today keenly realizes that each letter does not, by any means, represent some unknown correspondent who wrote it, but instead symbolizes the company in its entire policies to whatever dealer gets it! Today that same grocery concern has substituted for its list of immature, careless correspondents a staff of men with brains, and has backed this up by a system of supervision, that makes it absolutely impossible for one department to send out letters at variance with the tone and policies of those of another department.

Centuries of Poor Letters

This is merely one concrete instance of the correspondence facts of a very well known jobbing house. It could be multiplied numerous times right in our own neighborhood!

It isn't the purpose of these articles to throw out any scarehead, terroristic ideas. The business world has gone on for decades and centuries with poor letters and has survived in spite of them. We know this. We also know, though—and this is of even more importance, that the very concerns who have caught the spirit of the signs of the times, who have learned the folly of tolerating unsystematic, uncorrelated correspondence policies have not only done more business, but sometimes twice as much as they have with the old system—and with no increase in cost. They have built for permanence in a way that the old correspondence policies found it impossible to do!

After all, inquiring reader, isn't that exactly the thing we are looking for? Aren't all of us hoping that some day somehow we may hit upon a plan that will enable us to tie our customers to the house, in even stronger links than those that bind them now. After all, aren't we eager to pay and pay well for some plan that will enable us to do more business for less money—and better business, too? Correspondence co-relation, as experience in worth while institutions is showing right along, is one of the means toward that end.

You know how it is yourself when you receive a courteous, sincere genuinely helpful sales letter from a concern whose name you respect. You know how you feel when a stranger, apparently at least, having your interest at heart, writes you something in this fashion:

"Dear Friend:

It was a pleasure for us to have you visit our salesroom last week to pick out some things you liked. Doubtless, the shipment is already in your possession. If it is not and doesn't arrive within the next three days, though, write us and we'll take care of you full.

You will be agreeably surprised at the demand you will create for the sweaters you purchased, if you display them prominently upon the life-like card board models sent with your order. One of our customers writes that this added sales help caused him to move nearly three times as many sweaters as he planned upon.

With sincere appreciation for your friendship.

Yours very truly,

_____"

Yet how quickly do your feelings change from those of warm, friendly, co-operative interest to feelings of annoyance, even disgust, when the same concern, and so far as you are interested, the same person probably, sends you a letter like the one mailed by the hardware adjustment department, or the collection department, mentioned above.

People are just human enough strongly to resent being patted on the back and jovially handshaken by one member of the firm, only to have another of the same firm or the same member several days later spit in his face.

These precautions, vital as they are, would not be nearly so important were the world forever to experience the mad buying craze that now seems so long past. But today, when competition is fiercer than it has ever been in the history of commerce; when price cutting seems to be the popular indoor sport, we must utilize every possible resource at our

command to bring those that come under our business influence out of the state of buying coma into a condition practically the opposite.

That is why everything we can do to make our contacts with the public—in this instance our correspondence—every bit of it, a unified co-related medium, calculated to increase Good Will, the better chances do we stand successfully to weather the enormous storms of today.

There are two good ways of insuring a worth while co-relation of the correspondence of our various departments.

The first is that of responsible correspondence supervision:

(a) Any concern that employes ten or more correspondents can afford, well afford, the services of the executive who knows three things: The customer's point of view; second, how to write letters based on the customer's point of view and more important still, how to help others develop this art in themselves; last, but not least, he must be broad gauged enough to thoroughly understand the very important relationship every department in the business bears to every other department.

Such men are hard to get, true, but they can be obtained. I could quote dozens of instances where the services of a director of correspondence has enabled concerns to save anywhere from $10,000.00 to $25,000.00 through the adoption sometimes of a single suggestion on his part! What if such a man be paid a salary from $5000.00 to $15,000.00 a year, if often before the year is over he can stop enough foolish blunders and save the concern three, four or five times his annual salary?

The correspondence supervisor of one of the large packers enabled his company to eliminate $37,000.00 of correspondence expense in one year, by showing his people how to cut down on the cost of stationery and supplies. Yet this part of his activities was only a sideline to his real work.

Very often you can find such a man in your own organization. He may be a high calibered executive; he may be a salesman on the road who has had inside experience. Oftener, though, he will probably be an outsider who has devoted years to this particular thing.

With such a man in your institution, co-relation of correspondence will soon take care of itself through his efforts. It will be the function of the chief executive to make him responsible for the tone and effectiveness of every letter leaving the institution. It won't be long before co-relation will become a fact, backed by dollars and cents, returns instead of the worry it represents to only too many people today.

(b) Another similar method of insuring correspondence co-relation and one coming into wide favor with a number of concerns that don't feel financially able to employ a director of correspondence all the year around, is to secure the services of a Consulting Correspondence Supervisor. There are perhaps a half dozen very high calibered men of this description, doing business in the United States—at least there were that many a few months ago. These men make it a business to come into an institution for a short period of time, several weeks or two, or three months, depending upon the nature and size of the business. In a comparatively short time they are able to size up the situation, make a thorough study of correspondence conditions and then train some executive or semi-executive, already in the institution, just how to "carry on" after the consultant completes his work.

For small institutions having but a few correspondents, or for larger companies eager to get a taste of the real thing, this is one of the best methods I know of getting high grade creative brains to work on a vital problem, at a medium cost. It is often possible that such a man, in a short time, can develop a correspondence policy, of a most comprehensive kind that can be carried on with reasonable success by someone already in the instution, trained by him during his stay.

(c) An excellent means of bringing about correspondence co-relation is to have the president of the concern take it upon himself to read once a week or oftener, preferably oftener, the carbon copy of every letter that leaves his institution. In comparatively small concerns this is a much less formidable task than seems apparent on first consideration. If the average chief executive would make it a business to read the carbon copies of every letter that leaves his house, for just two days, he would be so thoroughly "sold" on the need for correspondence supervision that it wouldn't be long before he would either appoint some one to do the work or do it himself, if he had the ability.

In concerns a little more highly departmentalized this same method can be employed with this variation: The president can start supervising the correspondence himself and continue the work for a month, let us say.

He can then appoint an advertising manager to the same task and make him absolutely responsible for the tone of the correspondence leaving the institution for the month he has been in charge.

You advertising men, who feel that you know everything there is to be known about your particular end of the business, have a lot of fun to look forward to and a lot of unpleasant facts to face whenever you begin to undertake this work.

I know of nothing that would help the average advertising manager or sales manager more than being forced by his chief executive to be responsible for the correspondence of his concern for just one month. When he (advertising manager or sales manager) begins to realize how little co-operation, how little unification there was between the routine correspondence and the material issuing from the sales and advertising departments, he will learn a lesson in merchandising that would benefit him distinctly the rest of his business life!

In those carbon copies that go to the file, and die, there only too often lies a potential gold mine of merchandising information that would be of benefit to any executive or anyone interested in the creative policies of his business.

A second method of furthering co-relation of the correspondence of the various departments is that of establishing regular letter conferences, say every two weeks. At these conferences the executive who happened to be supervising the correspondence, could bring to the attention of the other department heads and of the correspondents, themselves, certain factors that he felt were detrimental to the business. He could ask for suggestions, comments, criticisms.

"Co-Relation Consciousness"

In this way it wouldn't take very long before everyone having anything at all to do with correspondence, would become, what I call, "Co-relation conscious". With the right type of executive backing the project, it would not be very long before there would arise throughout the institution a distinct Better Letters movement that more than anything else, would tend to break down the artificial barriers that have separated the letters of one department from those of another, in tone, all these inefficient years.

The two outstanding points in this article are, first, that the average business of today sends out letters from one department that completely destroy the splendid facts of those sent out by another. In other words, There is often no co-relation, no co-operation between the correspondence efforts of various departments in the same institution. This has resulted and is resulting in a steady loss of business, year after year.

Five Remedies

The second point is that this condition can be remedied in five special ways. First, by the employment of a brainy correspondence executive. Second, by the employment, in smaller concerns, of a consulting correspondence supervisor who can lend his efforts for a short time to the inauguration of a correspondence plan. Third, by the various important department heads, in the business, making themselves periodically responsible for supervising the carbon copy of every letter that leaves the institution, for a stated period. Fourth, by regular conferences, and fifth, by the educational effect this supervision and these conferences would have upon the house as a whole.

WHAT WE ARE DOING TO INCREASE SALES

Another Canadian firm contributes its experience to the symposium of sales plans which *Marketing* is publishing from time to time under the above heading. In this case the psychology of the auction room is utilized to advantage.

Written for MARKETING by J. L. LOVE.

ONE of the rarest things in the world is to see an auction sale of household effects end with any great quantity of goods left over unsold. The average home contains dozens of things that are not wanted in any other domestic circle, as well as hundreds of things that are, but no matter how bizarre, useless, ugly, worn or dilapidated the articles put up for sale may be, the last day of the auction generally sees the entire offering disposed of, paid for and carted away. Somehow in the hands of the auctioneer the hammer becomes a fairy wand that charms goods "off the shelf" and produces a miraculously quick disposal of stock.

There is no magic in the gavel, however. The secret lies as usual in the methods of salesmanship employed by the presiding genius who knows perfectly well that "joshing" isn't going to sell a dutch oven to a woman who has come to buy a couple of wash tubs. On the other hand long experience has told him that if he puts the oven and the tubs into one lot he will have little difficulty in disposing of both. That is why, if you have set your mind on buying a marble cupid, you have to take with it a cracked mirror and three empty photo frames. And that is why the auctioneer at the end of the day looks round upon bare rooms and invariably congratulates himself on another clean up. Not only is everything sold, but the combination lot system has netted a higher average price than could have been obtained had the articles been sold separately. The lady who wanted the tubs gave a little more for them on the chance of selling the oven to a neighbor.

An adaptation of the auctioneer's plan is being used with marked success by a number of manufacturers today in an effort to break the business jam and set the flow of orders racing along its accustomed channels as of yore. Combination packets of goods which naturally accompany one another are being offered with gratifying results. This is simply borrowing the "Lot No. 1" idea of the auction room, with this radical difference that, whereas the auctioneer combines everything and anything, the combination packet or box contains articles that are allied in their uses and each of which is distinctly serviceable to the buyer.

The idea is well-illustrated in the safety razor sets that are on the market containing razor, strop, brush and shaving cream. The plan is by no means new. It has been used for ages by the china and earthenware trade where the obvious utility of such a method is apparent. It has been practised by the makers of high-grade cutlery. Every home has what was once a complete dinner set, and the large majority own a cutlery chest. It is the application of this combination packet methods in new affiliated lines hitherto sold separately that is sending many firms an encouraging flow of orders.

FRENCH·IVORY
PRODUCTS
A CHAIN OF GIFTS
It is the ambition of most girls and women to accumulate a complete set of French Ivory Products.
Perhaps the collection has been begun. If so, you can add to it. If not, begin it for her with something from the wide range of French Ivory products.
Such a gift will be welcome, with the added attraction that it will last her a lifetime You can repeat the compliment on anniversaries, or at any time, thus making a chain of gifts.
"The Useful Beautiful Gift"
DEALER'S SIGNATURE HERE

One of the six electros supplied to dealers by French Ivory Products, Ltd.

Several concerns, for example, are finding that toilet soaps, cosmetics and perfumes prove irresistible to the lady shopper when she comes on them as a unit. Neatly packing aluminum pots and pans in a substantial but inexpensive chest, and advertising the sets as wedding gifts, has greatly increased sales for an enterprising manufacturer of that ware. The possibilities of the idea are numerous. Count, for instance, the number of brushes in daily use in the average household, and the opening for a combination gift box in this line is obvious.

In Canada the plan referred to above has been energetically worked by the French Ivory Products, Ltd., of Toronto. Their line consists largely of toilet articles which lend themselves admirably to the combination idea. Owing to the large number of items for the boudoir manufactured by this concern it has not been found practicable so far to make any particular selection into one unit, but the rapid growth in popularity which French Ivory goods are enjoying in this country is gradually suggesting a standard outfit of toilet requisites which is bound to prove a "best seller." This prophecy is warranted by the success the firm has already experienced in pushing the idea of "A Chain of Gifts" in their particular line. Once a girl possesses a French Ivory brush and comb she naturally desires a manicure set in the same material, to say nothing of a boudoir clock, lamp, mirror, perfume bottle, to mention only a few of the many items turned out at Toronto.

In order to stimulate the "Chain

(*Continued on page 636*)

PRINTERS STRUGGLE TO KEEP STRIKE ALIVE

Union Compositors are still hanging together; but are becoming exercised over the probability of being left hanging. C.N.E. Programme "joke" is turned on the Union. Issues of the strike are put up to the buyer of printing.

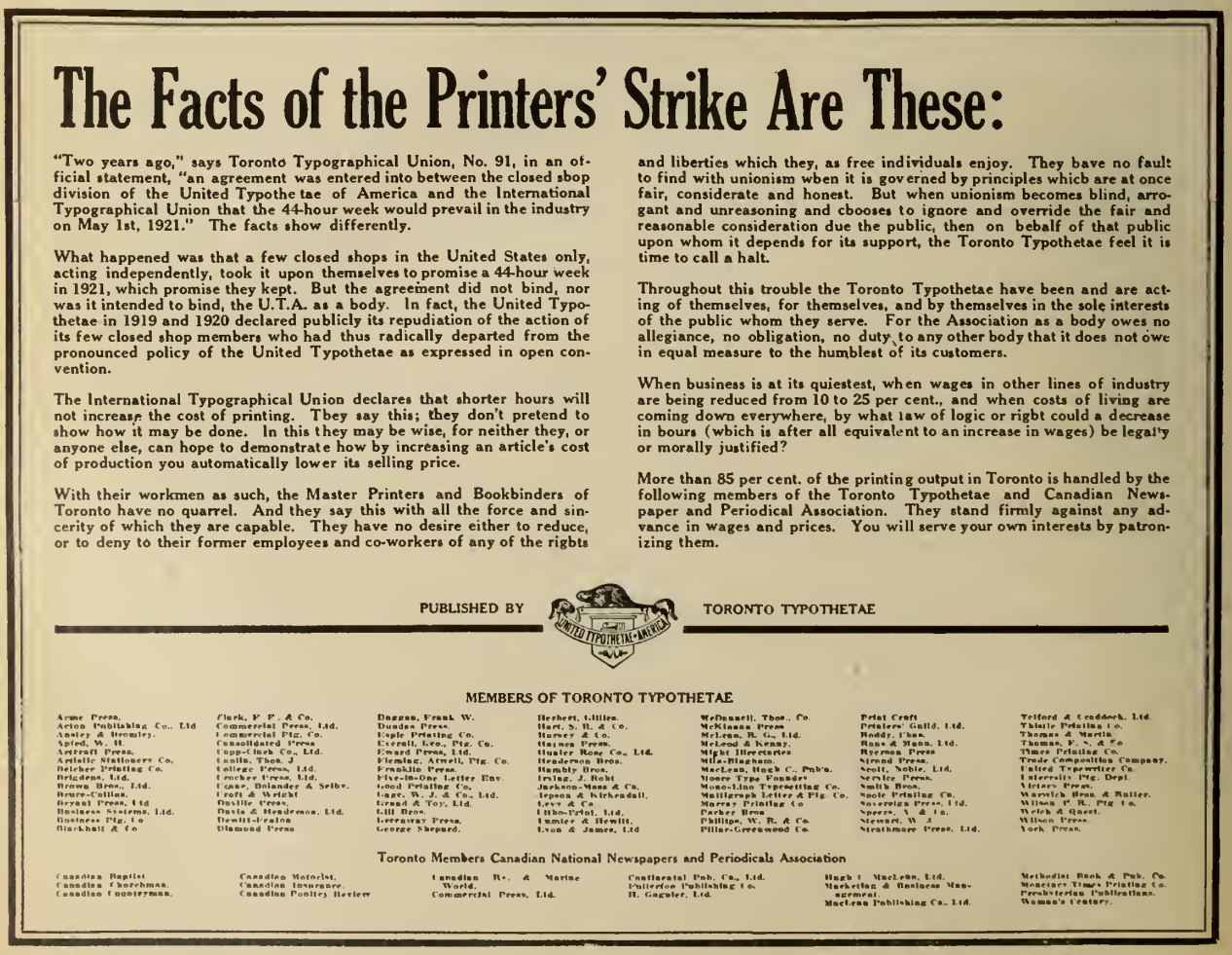
THE announcement in our last issue that the printers' strike was over, so far as MARKETING was concerned, was only in type when the union officials published an advertisement in Toronto dailies declaring that "the printers' strike is *not* over."

This just about describes the situation as it stands today. From the standpoint of the employing printers. the strike *is* over. Either their plants are sufficiently staffed to meet present demands, or new men are in process of training to fill the vacancies. They are not waiting for a settlement with the Union to secure needed help. They are definitely committed to the plan of getting along without the Union, and making remarkably satisfactory progress.

So satisfactory, in fact, is the situation with the employing printers that the union has felt it necessary to emphasize the fact that the "strike is *not* over." And it is not, so far as the men on strike are concerned. They are still out of work, and drawing strike pay of little more than half what they would earn if at work. They are hanging together, allright. What's bothering them is the probability that they will be left hanging.

So public sympathy is sought, in an advertisement which reproduces work done in an "open shop." This advertisement is reproduced, large enough to be easily read. Doubtless buyers of printing will be especially interested in the list of shops which have signed up with the Union and are operating under the forty-four hour week. Possibly some of the firms listed will not welcome this publicity—and would rather be classed with those who are endeavoring to prevent printing costs going any higher.

It will occur to MARKETING readers, on studying this advertisement, that the incompetence to which attention is called can be overcome much more readily than the handicap of a forty-four hour week—which is the only alternative. If employers have to get along with less competent



The Facts of the Printers' Strike Are These:

"Two years ago," says Toronto Typographical Union, No. 91, in an official statement, "an agreement was entered into between the closed shop division of the United Typothetae of America and the International Typographical Union that the 44-hour week would prevail in the industry on May 1st, 1921." The facts show differently.

What happened was that a few closed shops in the United States only, acting independently, took it upon themselves to promise a 44-hour week in 1921, which promise they kept. But the agreement did not bind, nor was it intended to bind, the U.T.A. as a body. In fact, the United Typothetae in 1919 and 1920 declared publicly its repudiation of the action of its few closed shop members who had thus radically departed from the pronounced policy of the United Typothetae as expressed in open convention.

The International Typographical Union declares that shorter hours will not increase the cost of printing. They say this; they don't pretend to show how it may be done. In this they may be wise, for neither they, or anyone else, can hope to demonstrate how by increasing an article's cost of production you automatically lower its selling price.

With their workmen as such, the Master Printers and Bookbinders of Toronto have no quarrel. And they say this with all the force and sincerity of which they are capable. They have no desire either to reduce, or to deny to their former employees and co-workers of any of the rights and liberties which they, as free individuals enjoy. They have no fault to find with unionism when it is governed by principles which are at once fair, considerate and honest. But when unionism becomes blind, arrogant and unreasoning and chooses to ignore and override the fair and reasonable consideration due the public, then on behalf of that public upon whom it depends for its support, the Toronto Typothetae feel it is time to call a halt.

Throughout this trouble the Toronto Typothetae have been and are acting of themselves, for themselves, and by themselves in the sole interests of the public whom they serve. For the Association as a body owes no allegiance, no obligation, no duty to any other body that it does not owe in equal measure to the humblest of its customers.

When business is at its quietest, when wages in other lines of industry are being reduced from 10 to 25 per cent., and when costs of living are coming down everywhere, by what law of logic or right could a decrease in hours (which is after all equivalent to an increase in wages) be legally or morally justified?

More than 85 per cent. of the printing output in Toronto is handled by the following members of the Toronto Typothetae and Canadian Newspaper and Periodical Association. They stand firmly against any advance in wages and prices. You will serve your own interests by patronizing them.

PUBLISHED BY TORONTO TYPOTHETAE

MEMBERS OF TORONTO TYPOTHETAE

Acme Press.
Acton Publishing Co., Ltd
Ansley & Bromley.
Apted, W. H.
Artcraft Press.
Artistic Stationery Co.
Beicher Printing Co.
Brigdens, Ltd.
Brown Bros., Ltd.
Bruce-Cullins.
Bryant Press, Ltd
Business Systems, Ltd.
Business Ptg. Co
Blackhall & Co
Clark, F. E., & Co.
Commercial Press, Ltd.
Commercial Ptg. Co.
Consolidated Press
Copp-Clark Co., Ltd.
Coulis, Thos. J
College Press, Ltd.
Crocker Press, Ltd.
Cuase, Bolander & Selby.
Croft & Wright
Daisle Press.
Davis & Henderson, Ltd.
Dewitt-Jenlon
Diamond Press
Duggan, Frank W.
Dundas Press.
Eagle Printing Co.
Everett, Leo., Ptg. Co.
Eward Press, Ltd.
Fleming, Atwell, Ptg. Co.
Franklin Press.
Five-in-One Letter Exv.
Good Printing Co.
Gage, W. J. & Co., Ltd.
Grand & Toy, Ltd.
Gill Bros.
Greenaway Press.
George Shepard.
Herbert, Gillies.
Hart, S. R. & Co.
Harvey & Co.
Haines Press.
Hunter Rose Co., Ltd.
Henderson Bros.
Hambly Bros.
Irving, J. Robt
Jackson-Mann & Co.
Jepson & Kirkendall.
Levy & Co
Litho-Print, Ltd.
Lumley & Hewitt.
Lyon & James, Ltd
McDonnell, Thos., Co.
McKinnon Press
McLean, R. G., Ltd.
McLeod & Kenny.
Might Directories
Mills-Bingham.
MacLean, Hugh C., Pubs.
Moore Type Founder
Mono-Line Typesetting Co.
Multigraph Letter & Ptg. Co.
Murray Printing Co
Packer Bros
Phillips, W. R. & Co
Pillar-Greenwood Co.
Print Craft
Printers' Guild, Ltd.
Roddy, Thos.
Ross & Mann, Ltd.
Ryerson Press
Sirnod Press.
Scott, Nobie, Ltd.
Service Press.
Smith Bros.
Soole Printing Co.
Sovereign Press, Ltd.
Speers, A. & Co.
Stewart, W. A
Strathmore Press, Ltd.
Telford & Craddock, Ltd.
Thistle Printing Co.
Thomas & Martin
Thomas, F. N. & Co
Times Printing Co.
Trade Composition Company.
United Typewriter Co.
University Ptg. Dept.
Victory Press.
Warwick Bros. & Rutter.
Wilson, P. R., Ptg Co.
Welch & Quest.
Wilson Press.
York Press.

Toronto Members Canadian National Newspapers and Periodicals Association

Canadian Baptist
Canadian Churchman.
Canadian Countryman.
Canadian Motorist.
Canadian Insurance.
Canadian Poultry Review
Canadian Rs. & Marine World.
Commercial Press, Ltd.
Continental Pub. Co., Ltd.
Pullerton Publishing Co.
H. Gagnier, Ltd.
Hugh C. MacLean, Ltd.
Marketing & Business Management
MacLean Publishing Co., Ltd.
Methodist Book & Pub. Co.
Monetary Times Printing Co.
Presbyterian Publications.
Woman's Century.

This advertisement, which appeared in Toronto dailies, states the position of the Typothetae members regarding the alleged "promise" of a 44-hour week. It also lists the firms in Toronto which are fighting to keep printing costs down.

THE PRINTERS' STRIKE IS NOT OVER

Specimen of work produced by Non-union Workmen in a Toronto Printshop operating under "Open Shop" or American Plan conditions.

In an "Open Shop" each workman is paid according to the employer's idea of his worth. The men who produced this work are in receipt of $36.00 per week of 48 hours.

Under Trade Union conditions the employer would not be called upon to fix any wage, because the shop foreman would not have such men on his staff.

Canadian National Exhibition

43rd Year

In the extent of physical equipment—grounds, plant, buildings, in the beauty and perfection of its environment, in the attendance which it draws, in the number, variety and educational value of its displays and exhibits, the Canadian National Exhibition—the Annual World's Fair—is admitted by Exhibition men the world over to be without a rival. But its Directors, Management and Exhibitors are never satisfied with things as they are and are constantly at work planning improvements and greater triumphs. They are convinced that the public will this year more than any other, look over the results of the effort of the multitudinous interests who combine to make the Exhibition a success each recurrent season, and pronounce it excellent.

The Great Fair is Canada's

PLAYGROND DE LUXE

where a whole nation gathers each year to be instructed and entertained. Last year 1,152,000 people passed through the gates and in 1921 greater throngs are looked for. Certainly in its 43 years history the Exhibition never promised in all its picturesque ensemble such an alluring programme of special events, more attractive or varied forms of diversion, or endeavored so hard to ideally combine

Full Performance Every Day **Admission 25 Cents**

1

This specimen is page 1 of the Official Programme of the Canadian National Exhibition. Inclusive of covers, there are 24 pages, and the Toronto Typographical Union, No. 91, have forwarded the Management of the Exhibition a corrected copy of the entire booklet showing over 150 Typographical Errors.

Under ordinary conditions this entire work would have been returned to the Printer, with the intimation that it was not acceptable and would not be paid for.

The Toronto Typographical Union submit the following list of 44-hour shops who are able to handle any class of work both economically and efficiently :

Aldine Press, 39 Pearl St.
Apted, E. D., 11 Leader Lane.
Armstrong Ptg. Co., 62 Front St. E.
Art-Craft Ptg. Co., Lombard St.
Atlas Printing Co., 89 Queen St. West.
Banner Press, 32 Temperance St.
Beare, S. B., 51 Wolseley St.
Beaver Press, Weston Road.
Beaver Printing Co., 419 Queen St. West.
Benson, J. W., Manning Arcade.
Bloor Press, 748 Dovercourt Rd.
Booth Bros., 64 Seaton St.
Boulevard Press, Roncesvalles Ave.
Cairns, B., Ltd., 132 Richmond St. West.
Catholic Register, 65 Bond St.
Century Press, 16 Sheppard St.
Commercial Printing Co., 80 Nelson St.
Conlin Press, 144 Harbord St.
Crown Printing Co., 54 Nelson St.
Curry & Spiller, 291 Victoria St.
Dancyger Press, 77 York St.
Danforth Press, 1299 Danforth Ave.
Davis, E. A. Printing Co., 185 Richmond St. West.
Dawson, Chas., 64 Church St.
Dominion Embossing Co., 27 Jarvis St.
Dudgeon & Thornton, 180 Adelaide St. West.
Earlscourt Press.
Eaton, T. Co., Louisa St.
Fairbanks Print Shop, 2467 Dundas St. West.
Fowler, W. G., 265 Adelaide West.
Fullerton Publishing Co., 177 Jarvis St.
Greenway Press, 74 Nelson St.
Giroux, F. J., Daly House, Simcoe St.
Harper Printing Co., 149a Campbell Ave.
Havelock Press, 276 Havelock St.
Heath, A. O., Typesetting, 56 Temperance St.
Imperial Press, 202 Dalhousie St.
Industrial and Technical Press, 263 Adelaide St. W.
Johnston, W. S., 106 Adelaide St. West.
Johnson & Campbell, 121 Wellington St. W.
Lakeside Press, 110 York St.
Leeming Ptg. Co., 214 King East.
Linotype Composition Co., 68 Dundas West.
Macoomb Press, 16 Johnson Lane.
Madigan & Moylan, 583 King St. West.
Mennell-Warrington, 132 Simcoe St.
Midgley, G. B., 648 Gerrard St. East.
Once-a-Week, 421 Queen St. West.
Ontario Press, 87 McCaul St.
Osborne, J. F., 14 Duncan St.
Poole & McCollough, Ltd., 132 Richmond St. West.
Premier Press, St. Clair and Dufferin.
Progress Printing Co., 751 Dundas St. West.
Publishers, Limited, 261 Adelaide St. West.
Queen Ptg. Co., 14 Terauley St.
Rapid Typesetting Co., 181 Simcoe St.
Reid & Doldge, 50 Lombard St.
Robb Press, 587 College St.
Schiebe & Co., Millstone Lane.
Service Linotype, 12 Johnston St.
Simpson, Robt. Co., Queen and Yonge Sts.
Smith, Albert Printing Co., 15 Sheppard St.
Smith, Robt. H., 47 Richmond East.
Soole Printing Co., 72 Bay St.
Southam Press, 19 Duncan St.
St. Clair Press, 754 St. Clair Ave.
Standard Publishing Co., 223 Church St.
Sterling Printing Co., 265 Adelaide St. West.
Superior Press, 28 Temperance St.
Sutherland Print Shop, 42 Adelaide St. West.
The Strand Press, 81 Victoria St.
Toronto Typesetting Co., 28 Temperance St.
Traders Typesetting Co., 38 Adelaide St. W.
Tansley, F. W., 828 Spadina Ave.
Veteran Press, Danforth and Donlands.
Victoria Press, 159 Church St.
United Press, 16 Pearl St.
Wilson Publishing Co., 73 Adelaide St. West.
Waverley Press, 1860 Queen St. East.

This advertisement acted as a boomerang upon the Union when it was discovered that the "specimen of work" it contains was set up in a 44-hour Union shop. It lists the firms in Toronto which have signed up with the Union.

help, it is only for a time—whereas the shortened week and higher costs would strangle the industry for years.

The point of this advertisement is, however, entirely lost—and the joke turned on the Union—by disclosure of the fact that the typesetting for this job was done in one of the 44-hour shops working under Union conditions, with a Union foreman, although printed in an "open" shop. It therefore becomes a specimen of work which, according to the advertisement, is not worth any wage.

For the information of our readers an advertisement of the Toronto Typothetae is also reproduced, stating the position of its members in regard to the "promise" of the forty-four hour week, the only issue of the strike. Special note should be made of the names of firms listed, representing those who are standing firm against higher printing costs.

A committee of the Union is actively engaged in soliciting printing orders to be turned into plants operating under the forty-four hour week. It is reported that they are meeting with many rebuffs from buyers of printing—although claiming to be "landing" some orders.

Thus the issue of the strike is put up to the buyer of printing. His business is sought by the two contending forces—on the one hand those who have signed up with the Union, which said, in effect: "What do you care what printing costs?"; on the other hand the Typothetae members who claim to produce 85 per cent of Toronto's printing output, and who have stood out firmly against any *advance* in wages and prices at a time when wages and prices in so many other lines of business were *coming down*. It is for the buyer to decide which class of shop will get his patronage. And as the buyers "vote" so will the issue finally be decided. Better back the "team" which you want to see win.

HOW GOODYEAR IS OVERCOMING RESISTANCE TO PRICES

Confused attitude of the public regarding the present level of tire prices prompts Goodyear to conduct a campaign emphasizing the "value" received for money today as compared with pre-war times. Told to *Marketing* in an interview

By H. C. Lower
General Sales Manager, Goodyear Tire & Rubber Co. of Canada, Ltd.

An editorial in the last issue of MARKETING contained these words: "Few advertisers .... have sensed the need for decisive change in advertising policy to meet existing conditions .... 'Quality' advertising has gone through many stages of development, and has been evolved to its present plane, which is as nearly scientific as our knowledge of psychology and marketing methods permits, after much experiment. 'Price' advertising is not even yet in its infancy. Advertisers who have learned how to convince the consumer that the quality of their product is right, seem totally unable to tackle the problem of making the public believe that their prices are right .... The advertiser's problem today is to sell quality plus price. And just now the accent is on the price."

Looking about after this editorial was written for an instance of some advertiser who was tackling the problem of "price" or "value" advertising, our attention was drawn to an outstanding current example in the recent advertising of the Goodyear Tire & Rubber Company of Canada Limited. A representative was immediately assigned to get the inside story of this campaign, and the following interview is the result. —*Editor*, MARKETING.

MOST of the new and startling things are simple. It is their very simplicity that startles. One wonders why nobody ever thought of them before. Many of us are inclined to regard the inventor and the innovator as men whose minds are given to the most intricate thought processes. It is a common error, and the writer of MARKETING's editorial, quoted above, may perhaps be excused for imagining that the new problem of "price" or "value" advertising would require the mind of a savant to find its solution.

"One of these days," he wrote, "some advertiser will give the same amount of thought, ingenuity and knowledge of psychology to the problem of telling the consumer about his prices as most advertisers now give to their talks about quality. Others will follow his example and soon 'price' advertising will get started on a course of evolution which has practically no limitations."

The image called up by this paragraph is of a serious-browed sage, with forefinger to forehead, laboring and puzzling over the problem of inventing a new type of copy.

THE SHORT CUT

The original and startling things rarely get themselves born that way. New ideas are not often delved from the labyrinthine depths of a slow-moving brain. Originality springs from directness of thought. The innovator finds the short cut while everybody else is going the longest way round.

The inside story of Goodyear's new Canadian copy is a simple, plain statement by a man whose mind is peculiarly direct. It is almost too plain and simple a statement to make what the journalist is apt to term a *good* story.

When MARKETING's representative called on the General Sales Manager of the Goodyear company it was with the idea of interviewing a man who had "started something" that would stir the advertising world.

"We would like to get the inside story of your new campaign," said MARKETING's man, unfolding the latest piece of copy and placing it reverently on the desk.

The head of Goodyear's Canadian sales department looked frankly puzzled. It was obvious that he had not realized the profession-shaking significance of his advertising. The issue of MARKETING containing the editorial on "Convincing the Consumer" was not yet off the press. It seemed necessary to explain the momentous import of our visit.

"We have an article in the coming

Cost-Per-Mile
BARGAINS
In Goodyear Tires
HERE'S a list of tire bargains every Canadian motorist can have. Over 4,000 Canadian Goodyear dealers offer them. They are Goodyear Tires, the biggest selling tires in the world. They all have the famous All-Weather Tread and the other Goodyear features. See them today.
11,000 miles—and appear to be good for several thousand more. Frank A. Copus, Stratford, has this mileage from 33 x 4 Goodyear Cords on his McLaughlin. Each tire cost him $67.85. Today you can buy one like it for $54.50
9,946 miles—and still running—the record of a 35 x 5 Goodyear Cord on the Cadillac of P. Samson, Montreal. Cost $97.45. Today's price for this size $78.00
9,300 miles—and still in good condition. Dr. J. A. MacGregor, London, reports this mileage from a 34 x 4½ Goodyear Tire costing $51.65. Today's price $47.50
9,000 miles—and still going—Goodyear Cords, 37 x 5, on Scott Estate's Cadillac. Were $101.95. Sell now for $81.50
8,000 miles—and still in service—Goodyear 30 x 3½ Tire on Ford of C. T. M. Sapsford, Edmonton. Cost him $26.70, but costs you only.. $20.00
The wonderful new Goodyear All-Weather Tread 30 x 3½ is an even better tire than this. It is bigger, handsomer, tougher, and recders greater mileage.
10,300 miles—and still running—33 x 4 Goodyear Tire, which will be remarkable value for W. E. J. Dixon on his Chevrolet. Cost $38.30, but today's price is only $35.00
8,000 miles—and apparently good for another 2,000, is the report of A. Wackid, Ottawa, on the 33 x 4 Goodyear Cords on his Oldsmobile. He paid $67.85, but you pay $54.50
8,000 miles—still in use—32 x 4 Goodyear Tires which came on the Oldsmobile of A. Gauthier, 2136 Clark St., Montreal. Reduced to $33.25
10,000 miles—and still going—34 x 4 Goodyear Tires on the McLaughlin of R. C. Hunter, St. Mary's are a bargain at his price of $39.70. This tire will cost you only $36.25
9,000 miles—and more to come—J. A. Jones of London knows the 31 x 4 Goodyears on his McLaughlin are giving him low-cost-per-mile. They cost $32.35. For you, the price now is $28.00
We could fill pages with a similar list from our files. The mileage is built into these tires. And the prices are right. Go to a Goodyear dealer's today
Special Value
30 x 3½
The new Goodyear Non-Skid 30 x 3½ tire for the man who does not need the strong road-grip of the All-Weather Tread. Full Goodyear quality for mileage. Rough, tough tread. Keeping value at
$16.50
The Goodyear Tire & Rubber Co. of Canada, Ltd.
GOODYEAR
MADE IN CANADA

A splendid example of "value" advertising, telling the customer what he will "get out" of the product. The clever phraseology of the "testimonials" is a feature of the advertisement.

Advertising Space Costs Less Today

General advertisers in The Globe are now buying their space for less.

Owing to a reduction made in the general advertising rate, and to constant increases in circulation, the price of each unit of advertising service is less than it was earlier this year, and less than it was a year ago.

In August 1920, the milline rate of The Globe for general advertising was	**$2.10**
In the first part of 1921, the milline rate was . . .	**$2.41**
Today, following a reduction in rate and increases in circulation, the milline rate is less than	**$2.00**

Advertising space in The Globe is not sold on the basis of comparisons with the prices in other dailies. Globe rates usually are the highest in Canada. Because of the character of our news services, Globe advertising space costs more to produce. Because of the intimate relations between The Globe and its readers, Globe advertising produces more sales and more prestige for the advertiser. And so, the general advertisers place in The Globe a greater volume of advertising than in any other Canadian paper.

But now The Globe is one of the papers which has reduced its advertising rate and at the same time has increased its circulation. Advertising space in The Globe costs less today.

Circulation in excess of 100,000 daily—the largest circulation ever *gained* by a morning paper in Canada —nearly three times that of any other morning paper which does not secure its "subscribers" by giving premiums or purchasing subscriptions *en bloc*.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

issue," said MARKETING's man, "concerning the change that is necessary in advertising policy to meet present selling conditions. It is our idea that "value" advertising must replace "quality" advertising for the time being, in order to meet the existing mood of the buyer."

Goodyear's sales manager showed signs of increased bewilderment. The habit scribes have of attaching tag-terms to everything is sometimes puzzling to the practical man.

"By 'value' advertising we mean this," the earnest interviewer continued. "For years most national advertising has consisted of a message from the manufacturer, saying, 'Here is a good product.' *Look what we have put into it.*' That's 'quality' advertising. 'Value' advertising, as we see it, is more like this: 'Here is a good product. *See what you can get out of it.*"

Mr. Lower nodded.

"That is why we have been attracted to this particular advertisement (the one headed 'Cost-Per-Mile Bargains'). It seems to us an object-lesson in 'value' advertising. You have told the consumer exactly what some other fellows have got out of your tires. And then you tell him that he can get the same tire for less money. You prove the quality and then you emphasize the price. That's 'value'."

It was obvious from Mr. Lower's demeanour that he now understood our anxiety to get the inside story of his campaign.

"You're right," he said. "Price counts right now more than ever. Not so much the *actual* price, as price *comparison* with previous years. That is why we determined to run a series of ads devoted entirely to price. We found that the public has very hazy ideas of price levels. I began to make it a practice of asking all my friends and acquaintances how they thought our present tire prices compared with 1914 prices. Some of them believed they were paying 25% more; others 50%; others 75%; a few were of the opinion that the difference was as much as 150%. This, of course, convinced me that it would be good business to talk 'price' for a while."

Note the directness of all this. Remark the "matter of course" attitude with which this sales executive tackled an entirely new problem in advertising.

A Novel Problem

There never has been a price situation such as exists today since advertising began to play its part

Goodyear Tires Lower in Price Than Before the War
Because Goodyear Tires cost less today than in 1914
Because Goodyear Tires are better tires than in 1914
GOODYEAR
MADE IN CANADA

The first advertisement of the Goodyear "price" series. Use of handwriting heightens the genuineness of the quoted figures.

in modern merchandising. At no other period of mercantile history has the public had its mind fixed on a previous "level" of prices. No such recession from price peaks has confronted either public or manufacturer in the past. The problem is entirely novel. Yet here was a man who had plunged into it as a "matter of course."

The first advertisement (also reproduced here) told the simple, startling truth — "Goodyear Tires Lower in Price Than Before the War."

"We had to convince people," said Mr. Lower, "that our prices are actually lower, not higher, than the pre-war level. In the first advertisement we showed the most popular sizes with the 1914 and 1921 prices, *and the saving.* It was a shock to most tire buyers. It looked too good to be true."

The use of handwriting, instead of type, to display the figures was a happy thought. It adds to the genuineness of the announcement. Note, too, the emphasis on "value" in the copy.

This advertisement of the Swift Company is another outstanding example of the trend toward "price" or "value" advertising.

> "Before the war Goodyear Tires were of such *value* that more motorists used them than any other brand."
>
> "These savings in price are only a fraction of the greater *value* you get in Goodyear Tires today."
>
> "Goodyear Tires are today the dominating *value* on the Canadian market."

The italics are ours. This modest sales manager, who had seemed puzzled when the subject of "value" versus "quality" advertising was first broached, has been obsessed with the "value " idea from the start.

The second advertisement, however, is really the masterpiece of the series. The use of ten authentic examples of mileage secured from Goodyear tires, coupled with the remarkable price savings, is as near as possible to the perfect method of "convincing the consumer."

In reply to a question as to how these examples were secured, Mr. Lower stated: "We get hundreds of unsolicited testimonials. Sometimes they are sent to our branches. Sometimes to the head office here. People who get unusual mileage from our tires write in to tell us what they deem is a record. Well, we just took a number of these and sent men out to find out in what year the tires were purchased. In some cases the user remembered exactly what he had paid for the tires. In other cases, by finding the month and year in which they were bought we were able to look up the retail price which we were charging at that time. From these details we made up the advertisement as you see it."

Glance at one of the items:

> "8000 miles—and apparently good for another 2000 is the report of A. Wackid, Ottawa, on the 33x4 Goodyear Cords on his Oldsmobile. He paid $67.85, but you pay $54.50."

Isn't that enough to make any tire buyer sit up and take notice? The effect of individual cases is heightened by the variation of the wording in each instance; while the almost unlimited service offered by Goodyear Tires is also emphasized by quoting examples of casings still in use. Note the way this is done:

> "11,000 miles—and appear to be good for several thousand more."
>
> "9,946 miles—and still running."
>
> "9,300 miles—and still in good condition."
>
> "9,000 miles—and more to come."
>
> "8,000 miles—still in use."

It has the effect of that phrase at the end of fairy stories—"And they lived happily ever after." It is a

(*Concluded on page 630*)

The Government Never Stops

So OTTAWA is Always Busy—

therefore always buying—making the Capital an ideal field for a publicity campaign. It's a community of varied wants — with the resources to gratify them.

To reach this fertile field directly — convincingly — you need

The Citizen

OTTAWA'S FOREMOST NEWSPAPER

Circulation—
City and Suburban 26,000
Total 29,903

OTTAWA
Canada's Capital City

MORNING
EVENING
Members A.B.C.

KIRKWOOD'S LETTER FROM LONDON

Obviousness of the truth that the cost of selling and advertising should be a charge against the buyer is not generally recognized. A note on space-selling. Agents should be entitled to fee for advance plans submitted to advertisers.

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

NOT a few of the would-be advertisers whom one meets to discuss the problem of publicity have made no provision in their costings (to use the English word) for advertising. It means that the cost of advertising will be recovered from profits.

A paint manufacturer, for example, is charging $7.75 a gallon for his varnish. This trade price, for the present at any rate, is fixed. He admits that this price was decided before a press advertising campaign was contemplated. He is selling in competition with a firm which is getting $9.25 for a comparable and competitive product. That is, the competitor has $1.50 per gallon to apply to press and other forms of advertising; and this $1.50 per gallon, obtained from the buyer, leaves the net profit aimed at unburdened by any charge for advertising.

AN ENVIOUS MANUFACTURER

A boot manufacturer with whom I have talked declares that his footwear is every whit as good as "Lotus" brand of footwear—one of the best known and high-priced brands in this country, a brand regularly and generously advertised. The envious manufacturer declares that he can sell his boots to the public at $12 a pair as against the $15.25 charged by the makers of "Lotus" brand. This envious maker has begun to advertise. Apparently he has not "costed" for advertising; therefore, it is assumed that he means to recover the cost of his advertising from profits.

The makers of "Lotus" footwear need not fear the competition of the $12 boots, knowing that the maker of it cannot afford to spend much on the advertising of it. Therefore, the $12 boot will remain comparatively unknown. But if the maker of the $12 boot raised the price to $14.50, and used the $2.50 extra to pay for advertising; then it is conceivable that the makers of "Lotus" footwear would, in time, have a formidable rival.

What I want to say is: the costs of selling, including the costs of advertising, are a charge against the buyer, not against the seller's profits; and every advertiser should include in the price to be charged the distributor or consumer *all* selling costs.

One would suppose this to be so obvious that every manufacturer would charge to the buyer his costs of advertising; but I have discovered, not infrequently, that this suggestion is as a brand new idea to some would-be and actual advertisers.

I give utterance to these observations because some Canadian advertisers may be as much in need of education as are some English advertisers.

ON SPACE SELLING

Since I am in a sermonizing mood, I feel disposed to say a useful word or two to those men who sell space in publications. This class of man is more numerous in London than he is in Canada; and I am familiar with their methods of presenting their proposals. In the case of most of them, it is the old, old story: selling blue sky.

I asked the space-buyer in a large agency how many times did he have presented to him a proposal after the manner of the method which I shall define, and he answered: "Never". So a good many space sellers in London are asleep at the switch.

I said to this space-buyer something like the following: Does any representative of a publication ever come to you with a carefully typed-out proposal that a certain client should use his medium in a certain definite way? By definite I mean suggesting:

Size, or sizes, of spaces recommended.

Frequency of insertion.

Recomended dates (by seasons and weeks) for the publication of the advertising.

Character of copy recommended.

Estimate of cost for the proposed campaign.

Precise reasons as to why his medium should be employed.

Persuasive particulars concerning the medium's circulation.

Geographical and numerical distribution, classes of readers, etc.

List of other advertisers whose use of the medium has been persistent and profitable, with tributes (if any are possessed) from them.

Positions available (if any).

Etc, Etc.

The representative of a publication should know his medium, its field, its value, and have knowledge concerning its use by other advertisers; he should know this better than those whom he solicits. If, therefore, he will set out, in letter form, his whole case for the use of his medium by a particular advertiser, he stands an infinitely better chance of getting an order than if he merely says: "Mr. Brown, we'd like your client to use—*The Guardian.* It is a good, clean newspaper, with a circulation of 100,000 copies per issue, and the rate is so and so."

The space-buyer in or out of an advertising agency wants reasons, and his ears are open to intelligent canvassers who can make out a good cause for their medium based on the argument, "It will be *profitable* to your client to use our medium", and then proceed to prove their case after the manner proposed.

KNOWLEDGE IS POWER

Before a canvasser can make a proposal after the manner of that defined, he must learn as much as he can about the product or merchandise of the advertiser whose business he wants. He may, and probably will, if he is wise, acquire very definite information from readers and retailers in the field served by his medium concerning their attitude towards the advertiser's product, the use of it or of competitive products; reasons why this product is preferred or why a competitive product is preferred; the extent and quality of their knowledge of the advertiser's product, and so on.

The space-buyer who receives a canvass and proposal of such mani-

(*Concluded on page 626*)

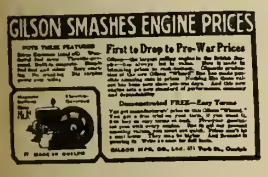
The Canadian Countryman

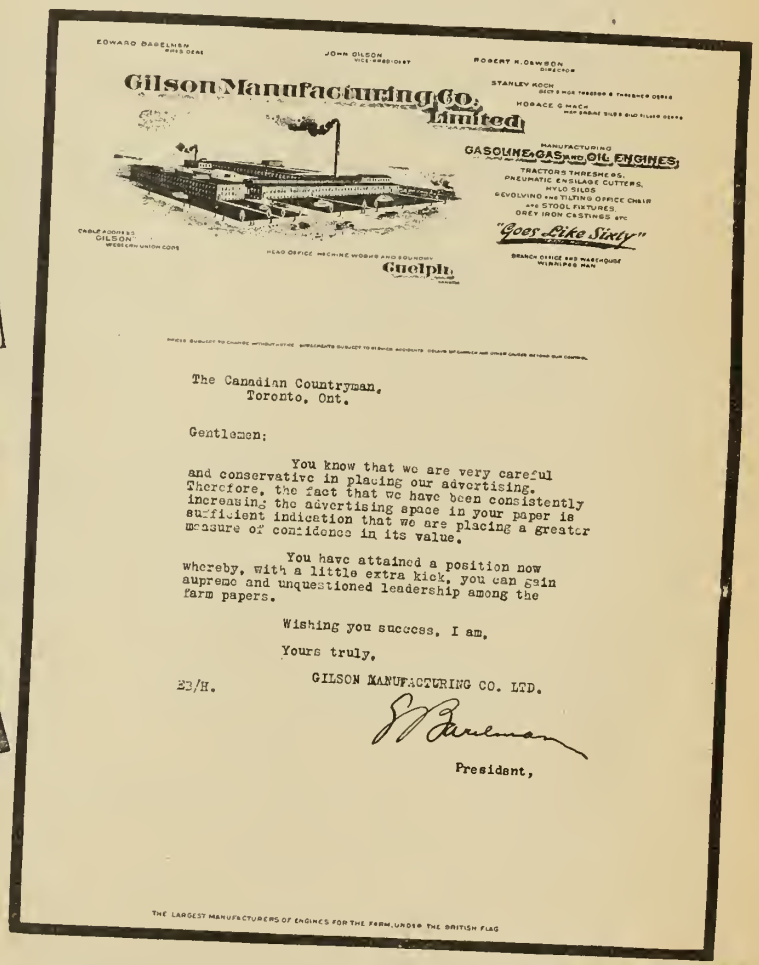
and Gilson Mfg. Co.

A conservative advertiser who finds it has paid him to steadily increase his space in *Canadian Countryman*

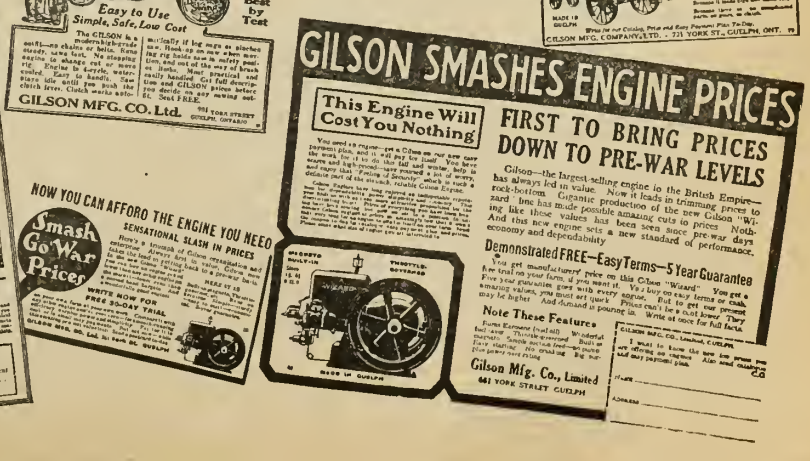
Ask for Canadian Countryman's latest A.B.C. Report.

"The Wonderful Gilson"
GILSON
"Made in Canada"
"Goes Like Sixty"
IT STANDS SUPREME
in the eyes of all progressive farmers who know and use ensilage cutters
FROM the first the Gilson Silo Filler has proved an unqualified success. It set new standards—in design, construction, operation. To-day, it is acknowledged everywhere as the premier silo-filler. It enjoys the largest sale of any blower-cutter under the British Flag. Farmers there are in every community who own a Gilson. In less than a decade this pre-eminence has been achieved. And it has not come by chance! The Gilson leads in sales because it leads in service and satisfaction.
THE success of the Gilson Silo Filler is but the reflection of our business policy. The Gilson factory has become established in the eyes of progressive farmers as an institution devoted to producing only farm equipment of dependable quality and unmatchable value. The Gilson Silo Filler is our proudest triumph. It is backed by the strongest guarantee ever written. And the mechanical principles of the machine back up our guarantee.
Gilson Mfg. Co., Ltd. 231 York St., Guelph, Ont.
GILSON
Silo Fillers




Gilson Manufacturing Co. Limited
MANUFACTURING GASOLINE & GAS AND OIL ENGINES
TRACTORS THRESHERS, PNEUMATIC ENSILAGE CUTTERS, HYLO SILOS
REVOLVING AND TILTING OFFICE CHAIR AND STOOL FIXTURES
GREY IRON CASTINGS ETC.
"Goes Like Sixty"
Guelph
The Canadian Countryman,
Toronto, Ont.
Gentlemen:
You know that we are very careful and conservative in placing our advertising. Therefore, the fact that we have been consistently increasing the advertising space in your paper is sufficient indication that we are placing a greater measure of confidence in its value.
You have attained a position now whereby, with a little extra kick, you can gain supreme and unquestioned leadership among the farm papers.
Wishing you success, I am,
Yours truly,
GILSON MANUFACTURING CO. LTD.
SJ/H.
President,
THE LARGEST MANUFACTURERS OF ENGINES FOR THE FARM, UNDER THE BRITISH FLAG

GILSON PRODUCTS
Goes Like Sixty
100 Service
DONT WASTE MONEY ON EXPERIMENTS!
For sixty years, we have steadily worked at raising the performance and efficiency of Gilson Products to their present standard recognized by men of discrimination, sound judgment and experience—successful men—as representing the highest standard of value today. Gilson Products are Dominant in Quality and Service.
WE HAVE PAID FOR YOUR EXPERIENCE! When you purchase a Gilson outfit, you are assured of getting the maximum of SAFETY, SERVICE and SATISFACTION.
THIS ENGINE WILL COST YOU NOTHING
A GILSON VALUE IN CREAM SEPARATORS
"OVER THE TOP" OF THE HIGHEST SILO
The Wonderful GILSON
HYLO SILO
THE NEW GILSON MANURE SPREADER
A "Gilsonized" Farm
Modernize Your Stable with Gilson Equipment
Mark X opposite the books you wish.
GILSON MFG. CO., LIMITED
941 York Street, Guelph, Ontario


GILSON SMASHES ENGINE PRICES
This Engine Will Cost You Nothing
FIRST TO BRING PRICES DOWN TO PRE-WAR LEVELS
Gilson—the largest-selling engine in the British Empire—has always led in value. Now it leads in trimming prices to rock-bottom. Gigantic production of the new Gilson "Wizard" line has made possible amazing cuts in prices. Nothing like those values has been seen since pre-war days. And this new engine sets a new standard of performance, economy and dependability.
Demonstrated FREE—Easy Terms—5 Year Guarantee
You get manufacturers' price on this Gilson "Wizard". You get a free trial on your farm. And you want it. Yes! buy on easy terms or cash. Five year guarantee goes with every engine. Put to get your present amazing values, you must act quickly. Prices can't be at last lower. They may be higher. And demand is pouring in. Write at once for full facts.
Note These Features
Gilson Mfg. Co., Limited
941 YORK STREET GUELPH
NOW YOU CAN AFFORD THE ENGINE YOU NEED
Smash Go War Prices
SENSATIONAL SLASH IN PRICES
WRITE NOW FOR FREE 30-DAY TRIAL

75.60% Of The Dominion's
WITH SASKATCHE

Dominion's Total Gra
Western Canada's
Saskatchewan's

Saskatchewan produced 53.66

Here are the percentages covering the various cereals in each of the Weste

	Wheat	*Oats*	*Flax*
SASKATCHEWAN . .	53.87	34.55	72.03
MANITOBA. . .	13.82	12.33	12.48
ALBERTA . . .	24.12	17.83	10.07

Total Yield Of All Grains Produced
Three Prairie Provinces

	Wheat—Bush.	*Oats*—Bush.	*Flax*—Bush.	*Rye*
SASKATCHEWAN	155,145,000	158,122,000	4,992,000	2,87
MANITOBA . .	39,870,000	58,425,000	865,000	2,70
ALBERTA . . .	69,597,000	83,609,000	698,000	3,5

Manufacturers seeking distribution in Western Canad
susceptible market in the Dominion. Furth
in this territory via the daily newspaper
the greatest distributing centre of
papers that are fully al

Toronto Representative
E. J. GUY,
302 Royal Bank Building

Montreal Representative
E. L. McARTHUR,
224 St. James Street

LEADE
REGINA, SA

LARGEST DAILY CIRCULATION

n Crop Produced In Western Canada
N EASILY FIRST

822,701,100 bushels
622,027,000 „
333,826,000 „

Western Canada's Total Yield

s :

	Barley	*Barley*—Bush
	21.40	12,420,000
	31.86	18,488,000
	17.90	10,390,000

he

Saskatchewan's Total Yield considerably larger than Alberta's and Manitoba's combined

SASKATCHEWAN - 333,826,000

Manitoba - 120,348,000
Alberta - - 167,853,000

ossibly "pass up" Saskatchewan—the richest and most
is only possible to get complete distribution
chewan. REGINA, the capital city, and
e Provinces, boasts two daily news-
farmers' requirements.

-POST
ATCHEWAN

EN WINNIPEG AND THE COAST

New York Representative
L. KLEBAHN,
17 West 42nd Street

Chicago Representative
H. DeCLERQUE,
Mallers Building

EDITORIAL COMMENT

Harnessing The C.N.E.

WE are not braggarts. If anything we are inclined to underrate our great possessions. It is our habit to laud and magnify the wonders, the resources, the industries, the arts, the statesmen of other countries, and all that is within their gates. We are apt to adopt an apologetic manner toward the newcomer. We display what we have with a diffident air, and murmur "Of course, this is a new country. But this really isn't so bad—for us—what do you think?"

How many Canadians, for instance,—let alone any one outside of Canada—realize that the Canadian National Exhibition, just concluded at Toronto, is the world's greatest annual exposition.

Certainly a great many manufacturers underestimate its effectiveness as an advertising medium. Few of them probably regard it as a *medium* at all; and yet it offers the advantages of all media.

What more could a manufacturer ask for than that almost a million people should pay admission to see his product demonstrated? Yet how few take full advantage of this annual opportunity to do some really intensive sales promotion work. Too many firms arrange their booths in a downright perfunctory manner. Often the salesman in charge is little more than a junior who has no adequate conception of his product or of the most effective means of presenting it to the public. And, on top of all this, the bulk of the printed matter handed out is of a cheap, unattractive sort that impresses nobody.

The C.N.E. is one of the great national advertising resources of this country. Few advertisers seem to possess the initiative or the courage to fully harness it. Their apathy is probably due in part to underestimation of the Exhibition's importance, but to a larger extent it probably results from over-familiarity. We are often too close to things to appreciate their value, their size and their usefulness.

* * *

Whose Contracts Are They?

THE transfer of the advertising account of Ames, Holden, McCready Ltd. from one agent to another during the life of an existing contract has again raised the question: "Who makes an advertising contract—the agent or the advertiser?"

In the case under discussion the former agent contends that he made the terms, affixed his signature, and paid the remittances due under the contract. These operations, he thinks, entitles him to be considered the principal in the transaction.

The advertiser on the other hand takes the stand that he ultimately pays the bills, that the advertising concerns his product, that the agent is merely an intermediary, and hence that he (the advertiser) must be the principal.

He claims that if the former agent were really the party of the second part it would be possible for him to apply on the contract the advertising of any number of his clients. This, the advertiser feels sure, would not be conceded by the publisher as within the meaning of the contract, and hence he contends that the contract covers his advertising, and his only, for the space of twelve months, during which time he should be at liberty to transfer his account from one agent to another without forfeiting the rate obtained by contracting in advance for a stated amount of space.

In effect the advertiser's position may be thus expressed. He says to the publisher: "Either this advertising agent is your agent or he is mine. If he is *your* agent the contract he makes for space in your publication is a contract between you and me, covering a transaction in which he acts as your intermediary, forwarding my orders and collecting moneys due you, for which service you pay him a stipulated commission. If he is *your* agent, other firms engaged in business as advertising agencies are equally your agents, from all of whom you are willing to accept business. If, then, I should prefer to place my business through another of your recognized agents it should not affect my privileges as the principal in the contract, nor should I be penalized for the inability of one of your agents to act as a satisfactory intermediary between you and me.

"If, on the other hand, this man is *my* agent, then, certainly, I am the principal in the contract, the terms are mine, and I should be privileged to change my agent without interfering with the conditions of a transaction in which he merely acted as my employe."

In assuming a proprietory interest in a contract the agent places himself in this position: If he is the principal in the contract he should carry out its conditions or accept a short rate. The former agent in the case under discussion has probably not realized that such an interpretation of his position seems quite feasible and sound.

* * *

The Engravers' Boast.

AT the recent convention of the International Photo-Engravers Union, William G. Golby, the Canadian representative, was heard to boast of the easy victory achieved in Toronto, where employing engravers succumbed to the Union's demands after a very half-hearted struggle.

"Toronto," he said, "was able at the last minute to fix up conditions on the same lines as the old agreement. In Montreal and Ottawa, however, the employers would not give in on the 44-hour week that had been in force in those cities, but demanded a 48-hour week with a reduction of wages as well. On this issue our men were locked out and are still out, except for a few shops that have been wise enough to keep on with the 44-hour week already in force."

Such a statement must make the Toronto employers feel pretty sheepish, especially since Toronto employers in the allied industry of printing have set them such a marked example of strong and concerted resistance.

If the photo-engravers were a downtrodden group of slaves struggling for fair play and a living wage against the machinations of tyrannical capitalists they would undoubtedly secure a great deal of sympathy for their cause, and the employers would come in for hearty condemnation. But when these men determine to get "all that the traffic will bear," and when the employers weakly submit to their demands and pass on the increased cost to a surfeited public, rather than resist once for all—at the cost of temporary disruption of their business—the unreasonable and untimely ultimatum of the union, then the employers must share in the general condemnation of an industry whose methods are becoming so iniquitous as to call for government intervention.

MAKING ADVERTISING PAY

A review of Roy S. Durstine's latest book on "Making Advertisements, and Making Them Pay," in which this well-known writer takes a fling at many of the shibboleths of the business, and makes some practical suggestions concerning the future of advertising.

ANECDOTES or stories, introduced in a narrative to point a moral or adorn the tale. have long been popular with politicians and special pleaders. Sir John A. Macdonald and Abraham Lincoln, to mention but two notable examples, won both constituencies and enduring fame by their ability to discomfit an opponent or support a case through the medium of the timely and humorous story. Although on one occasion Richard Mansfield claimed exemption from an audience's demand for a laughable account of some stage happening by protesting that he had not yet reached his anecdotage. Be that as it may, the parable is powerful and will prevail. Customary usage and traditional practice alike then would seem to countenance the colloquial and somewhat facetious treatment of the subject of advertising which characterizes Mr. Durstine's new book.

But if the manner of telling is light and airy, the matter certainly is not. For the author proves conclusively that to be wise is not necessarily to be solemn; that wit and wisdom may travel in company without falling out, and that the implicit duty of a writer is to be interesting as well as instructive. It would perhaps not be flattering Mr. Durstine unduly to say that he has succeeded in making what is often a heavy and abstruse topic as readable and entertaining as one of the six best sellers.

The Mechanics of Advertising

With the pure mechanics of advertising most persons have a general, if superficial, knowledge. Not nearly so prevalent is the capacity to make advertising pay, which is the second part of the author's thesis, and, assuming from its italicization in the title, the more important half. Greater efficiency in advertising practice is postulated on more exact and adequate preparation of the men and women who are destined for the advertising profession. Complaint is made, and not unjustly, that too many aspirants entertain the erroneous idea that advertising can, so to speak, be simply picked up without any previous training. Even with a number of courses in advertising, "ranking high in educational value," there seems an unreasonable disinclination to take advantage of them, chiefly because, as the author explains, of the prevalent notion that exists of advertising as "stringing sentences together and finding somebody to draw a picture." The progress of the beginner therefore is "often slow for lack of a grasp of what the business is all about." Loss of confidence, loss of time and loss of money are also unavoidable and undesirable effects of such incompetency.

Mr. Durstine takes a sardonic fling at the "rubber stamp" advertiser who is afraid to leave the well-worn road of conventional commonplaceness for fear of foundering in the depths of his own ignorance. His benevolent self-complacency he punctures with well-aimed shafts of wit and ridicule. His philosophy of advertising is summed up in the phrase, "He doesn't know anything about art, but he knows what he likes."

We have heard so much of late about "atmosphere" in advertising copy that it comes as rather a relief to have somebody like Mr. Durstine define it for us. He does so in few words:

"Atmosphere is not merely a question of a four-page color-insert describing and picturing the beauty of a pipe organ in the home of a millionaire. Obviously the test of good advertising, from the standpoint of atmosphere, is whether it is in character with the product which it seeks to sell. To get atmosphere and contrast, Marshall, Field & Co. give prominent display to expensive articles taking valuable space which would sell directly much greater quantities of popular merchandise."

Atmospheric Advertising

By way of illustration, he instances the success of Ivory Soap, Lux, Community Silver, Arrow Collars and other marketers of low-priced merchandise, as having been achieved by creating, in their advertising, an atmosphere of "class." The people, however, who most thoroughly realize the importance of atmosphere in advertisements, according to the author, are those who are selling high-priced merchandise. From this point of view many observant readers will dissent, since the manufacturers of perfumes, such as Colgate's and Williams, whose products do not fall into this category, frequently make use of so-called atmospheric advertising with good effect. The same thing applies to the Djer-Kiss advertisements which are now appearing in the Canadian newspapers. Still for numerous advertised articles the dictum holds true, as a scrutiny of the odvertising pages of *Vogue*, *Vanity Fair* and similar high-class publications will attest.

Sincerity as an essential ingredient of all influential copy is so self-evident as to require no emphasis. That sincerity begets brevity and strength is perhaps not so obvious.

"Once a young copy writer wrote a booklet which had what he considered a particularly able beginning. His boss read the first page and then carefully drew his pencil through the first paragraph.

'But you have cut out my whole introduction,' the young man protested.

'Exactly,' said the boss, 'you are like an acrobat who comes out, wipes off his hands, tosses away his handkerchief, puts resin on his feet and then starts to work. We haven't room for the preliminaries in advertising.'

Careful writers realize that if a first paragraph isn't good it doesn't matter much what goes into the second paragraph, because mighty few people will read that far.

The advertiser who allows his prejudices to sway his judgment in the selection of media is not so common as he once was, but he is common enough. the knowledge and experience of the Usually he sets his personal bias against the knowledge and experience of the agent:

"I can't see that magazine. We never get that at our house." As if that mattered! Making up an advertising list from one's own library table is apt to be one of the quickest as well as the surest ways to seal a campaign's doom.

In some respects Mr. Durstine shows himself an iconoclast. Ruthlessly, and almost gleefully, he tumbles such idols off their pedestals as "consumer-acceptance," "dealer-influence," and "distribution" at whose feet advertising men generally bow down to worship and extol. Not that he disbelieves in the things that these symbols represent, but he is of the opinion that we have accepted them without taking the trouble to find out for ourselves exactly what they meant.

And he is probably right. We are too inclined perhaps to take phrases on trust. Problem was, and still is, another word much bandied around by advertising men, as is also merchandising. Good, serviceable words in their way, but tired and worn from overwork.

"A certain firm's ready made suits will solve your clothing problem.

Another man's bean has solved your baked-bean problem.

Somebody's pressed brick can solve your pressed-brick problem.

A favorite way to conclude advertisements is "What is your problem?" or "Let us know your problem."

Now it is a rather obvious fact that most of these alleged problems are rather non-existent. Few smokers really feel that they have a smoke problem. Few motorists are conscious of a piston-ring problem. Not many of them just realize that life is beclouded with an umbrella problem.

They just go serenely along, wishing they had a little more ready money. Why talk about this problem and that problem?

The "Data Hound's" Refuge

As for the word "merchandising," it is the X in advertising; it is the refuge of the data hound and the consolation of the novice. It may mean anything or nothing. But very specifically it indicates a poverty of vocabulary. The product of a lazy, slipshod mind, too sluggish or too indifferent to express any image in precise and definite terms.

"If the word means simply to buy and to sell, as Webster says, then in the name of all that is rational why make it mean anything from crystal gazing to the third degree? And why call it merchandising, merely to make an impression, when what is meant is only advertising based upon carefully gathered information or giving advice to a salesmanager who knows more about selling his product than any outsider can ever know?"

In a chapter on "Lifting Dead Weight," Mr. Durstine gives some details of how agencies are sometimes called upon to work against time under tremendous pressure in order that schedules may be met and the advertisements appear on the day appointed. By illuminating word and pertinent incident, he stresses the importance and value of the agency's relation to the client in carrying not only the weighty responsibility for the success or

failure of the actual advertising, but also for the processes involved in the progressive stages leading up to its appearance before the public. Very few advertisers, save those who have taken upon themselves personally to witness at close range the operations of a fully-equipped advertising agency, can have anything like a full or clear conception of the vast amount of detail covered from the moment the agency receives its appointment up to the time the advertising reaches the press. If they did, we should hear infinitely fewer complaints as to overpaid agencies.

In a pregnant paragraph, couched in his best epigrammatic style, Mr. Durstine summarizes nicely his views on the selection of the right word:

"A writer of fiction may work all his days, if he likes, to develop a style of his own. But a writer of advertising must work all of his days, and most of his nights, to develop a different style for each customer.

An exclusive jeweler may say: "Your inspection is invited."

A garage-keeper may say: "Come in and look us over."

The words used in the jeweler's invitation help to create a picture of dignity, taste and luxury, with a little aloofness, as befits an establishment where everybody isn't welcome. The words used in the garage-man's invitation give you a picture of a man in jumpers wiping his hands on a piece of waste. Try interchanging the two invitations and see how inappropriate they become."

Many Businesses "Peculiar"

The man whose business is "peculiar" also comes in for a share of attention. He is shown that though many businesses may be peculiar, the advertising business is the most peculiar of all. for it has to adapt itself successfully to the needs and peculiarities of others!

There are at least three ways, says Mr. Durstine, to write advertising. One is to read all the printed matter previously written about a subject, and then rewrite the material thus obtained. Another way is to depend upon inspiration. The third way is to start fresh. See the factory. Try the product. Learn to know the men who make it. Try it out on people. Find out for yourself how good it is. Get excited about it. Then instead of having a campaign seem like a chore that must be done, it will simply be a question of how soon and how fast you can get your ideas down on paper.

Mr. Durstine sees in advertising a great moral and educational force for the direction of public opinion. There is of course nothing new in this. During the war, and since, advertising was employed liberally by Government and public organizations as a medium for building up good will and active support of various measures. Even at the present time., the Ontario Government is advertising to save from ruin the forests of the Province. Much of the unrest and present dissatisfaction with things, moreover, might have been averted or dispelled by informing the masses of the people in simple, direct terms about the problems of capital. No ruling power has yet done this, and Mr. Durstine thinks it should. A few plain home truths about economics no doubt would allay the difficulties of the labour situation and serve to subdue its more dangerous tendencies.

What of the future? That advertising today is attracting writers of greater ability than ever before there can be no doubt. It is attracting artists of high technique. It is producing a new type of intellectual, cultured business man. There is pride in the work that is done. There are standards that must be kept, codes that must be observed, and reputations that must be built. On the quality and extent of the service rendered, however, will depend henceforth as now the success or failure of advertising.

No advertising man can lay down Mr. Durstine's book without being conscious of a greater feeling of faith and pride in his profession. No one, experienced or inexperienced, can take it up without learning something from its sound and practical teaching made palatable by a judicious admixture of pointed wit and humor. Praise is due the publishers for the selection of 12 pt. Caslon old style type which makes for easy reading, and the use of wide margins and heavy antique stock which produces an effect at once pleasing and inviting. The illustrations, too, have been chosen with obvious care and discrimination. From the omission of the customary index it may be inferred that the book is not intended primarily as a text, though its inclusion would have enhanced greatly the usefulness and convenience of the book as a work of reference. Possibly the publishers will rectify this defect in their next edition.

* * *

Census Returns Include Figures For Some Western Cities

Another batch of figures emanated from the Dominion census Bureau on August 31st. including the first returns to be announced for any of the Western Canadian Cities. Bulletin No. 3 of the preliminary count contained the following data:

Moose Jaw, Sask..	19,175	13,823
Swift Current, Sask.... ..	3,492	1,852
St. Boniface, Man..	13,816	7,483
Portage la Prairie, Man...	6,748	5,892
Eastview, Ont..	5,327	3,169
Barrie, Ont..	6,992	6,420
Sault Ste. Marie, Ont... ..	21,223	10,984
Smith's Falls, Ont.....	6,828	6,370
Sarnia, Ont....	14,637	9,947
Ingersoll, Ont..	5,118	4,763
Hawkesbury, Ont..	5,532	4,400
Pembroke, Ont..	7,873	5,626
Midland, Ont..	6,984	4,663
Orillia, Ont..	8,910	6,828
Aylmer town, Que..	3,327	3,109
Grand Mere, Que....	7,637	4,783

* * *

Canadian bank clearings for the month of August showed a decline of 15.9 per cent, as compared with the corresponding month last year.

* * *

The James Fisher Co. Ltd., have secured the advertising account of the Dods Knitting Co. Ltd., Orangeville, Ontario. This firm is completing an extensive addition to their plant at Orangeville, which will house the equipment of the old Beaver plant at Alton, and the company has decided on a policy which includes trade-marking and advertising their various lines under the name of Dods-Knit. Daily newspapers and trade papers will be used extensively this fall.

* * *

Representatives of prominent British tool steel interests who are now in Washington in connection with the revision of the Underwood tariff law, are expected to visit Ottawa toward the middle of September to discuss Canadian tariff conditions. The delegation will include Arthur Balfour, ex-president of the Sheffield Chamber of Commerce and President of Arthur Balfour & Co., Ltd., J. C. Ward, of Edgar Allen & Co., Ltd.; P. MacGregor, of Sanderson Bros. & Newbould. Ltd., and S. Jessop Robinson, of W. Jessop & Sons, Ltd. All are manufacturers of high-speed tool steels in Sheffield.

* * *

The Quebec Liquor Commission is using five column copy in Eastern dailies to acquaint the public with the law as it applies to clubs, steamboats, dining cars, summer resorts, etc.

Holmes Joins Bowman Agency

Charles E. A. Holmes has joined the Sydney S. Bowman Company, Montreal, as vice-president and account executive. Mr. Holmes was for five years manager of the Canadian Advertising Agency, Ltd., and for the past 15 years has been prominently identified with the advertising and publishing business in Canada. The Bowman agency has secured the accounts of A. Belanger Inc., stove manufacturers, and the Sprywheel Export Corporation.

* * *

Le Panorama, Montreal, has ceased publication.

* * *

The first short course in journalism was held during August at the Manitoba Agricultural College, Winnipeg. In addition to the lectures on editorial subjects, addresses were given on "Business Office Costs", by O. H. Pollard, of Saults and Pollard, Winnipeg, and "production costs", by A. W. Beatty, managing secretary of the Winnipeg Typotheeae.

* * *

The Martin V. Kelly Co. Toledo. is making yearly contracts with newspapers for the Cole Motor Car Company.

* * *

Yearly contracts for the Studebaker Corporation are being sent out to newspapers by Frank Seaman Inc., New York.

* * *

Among the new poster campaigns which have recently made their appearance on the billboards are some attractive 24-sheets for Heintzman pianos, Allenbury's Food, Stanfield's Underwear and Borden's St.Charles Milk.

* * *

The Canadian Boy, Ottawa, and *Canadian Chemistry & Metallurgy*, Toronto, have been admitted to membership in the Canadian National Newspapers and Periodicals Association.

* * *

The Post Office Department is reminding publishers by means of a circular that a 50 per cent. increase in the rate of postage on newspapers is due to go into effect on January 1, 1922. The rate is to become 1½c, making a total increase of 500% in newspaper postage since January 1, 1921.

* * *

Reginald Bezzant, proprietor of the well known British weekly publication, The *News of the World*, is at present paying a visit to Canada and the United States, studying newspaper publishing conditions in both countries.

Announcing the appointment of

WALTER E. GUNN

AS

Advertising Manager

OF THE

London Free Press

Western Ontario's Foremost Newspaper

MR. GUNN was born and educated in London, and commenced his career on the London News, later going to Toronto as local press gallery reporter for the Toronto News. After considerable experience with the retail advertising department of the T. Eaton Company, Toronto, he returned to London as advertising manager of The Farmer's Advocate; later being promoted to the managing directorship of The Farmer's Advocate, Winnipeg.

In 1905 Mr. Gunn founded the magazine, Canada West, later known as Canada Monthly, from which he resigned to become secretary of the Publicity Association of Northwestern Texas, with headquarters in Chicago. Before long he was recalled to Canada to become Publicity Commissioner for the city of Prince Albert, Saskatchewan, leaving there to take up the duties of district manager for the McLaughlin Motor Car Company, in London. It was from this position that he was invited to join the McConnell & Fergusson Agency, which he now leaves with the utmost good feeling to return again to his native city.

Mr. Gunn's advent into the London newspaper field will mark the beginning of an aggressive and systematic policy of intelligent co-operation and service for advertisers and agencies of Canada and United States.

Basic Industries

of agriculture, mining and lumbering make the interior of British Columbia a great trading territory.

The output is $50,000,000 a year.

Go after the business by advertising in the

The

Daily News

Nelson, B.C.

Member A.B.C.

Two Newspapers Cover Canada's Richest Province

Only two mediums are necessary for the national advertiser who seeks to completely penetrate the compact and well-to-do market provided by the 18,000 English-speaking families of

PRINCE EDWARD ISLAND

The Charlottetown

Guardian

AND THE

Examiner

are the only important factors in this responsive territory.

Sales efforts yield big returns per dollar of sales cost among a population so prosperous.

Write for particulars and Rate Card

Kirkwood's London Letter

(*Continued from page 618*)

fest thoroughness and intelligence will almost certainly be responsive, soon or late, in the way desired.

I am not talking mere theory. When I was with the MacLean Publishing Company of Toronto we employed this type of canvass for *MacLean's Magazine*, *Farmers Magazine* and the MacLean trade papers, with excellent results. One week orders to the tune of $63,000 were received on proposals of the type defined.

In this country I am having almost daily evidence of the sales value of this type of canvass, as applied to advertising agency proposals.

Profit to the buyer—this is the sort of canvass that wins.

Singing in Business

In a London wholesale warehouse, where I was calling, I heard what certainly seemed to be singing. Curious, I asked what it was. "Oh, we hold a daily prayer-meeting," was the reply, and I was accepting the answer as truth when I was more accurately answered. I was told that inventory or entry clerks used the singing voice—a sort of chant—for calling out, for checking purposes, book entries. It was explained that the singing voice permits a man to go on all day at this sort of work, whereas if the speaking voice were used, vocal exhaustion might occur in two hours.

A Bad Practice

A London firm which became an advertiser a few months ago has not prospered in hoped-for ways. So its advertising manager—a man in his 20's—sent out a letter to all advertising agencies saying that his firm was about to reconsider its advertising arrangements and policy, and extending an invitation to the agency to send a representative to call on him.

At first each agency receiving this letter felt itself specially selected to confer on this business; but gradually it became common knowledge that the invitation was by no means an invidious one. So the better agencies were none too keen to call on the advertising manager of spacious views.

The proposal put to each agency which sent a representative to call on this advertiser was: "If you were the owner and advertiser of our speciality, how would you sell it? Give us your plans and ideas. Then we shall consider them all, and make our choice of an advertising agency on the evidence of ability and genius so provided."

I have no knowledge of what agencies are competing for this advertiser's business, but I do know that some agencies—and they are the better ones—declined to make any effort to obtain this advertiser's business except on the condition that if they put in a plan, a fee would be charged—to be remitted if they secured the account.

The observation I make on this case is this: This advertiser, having already made serious and costly mistakes in relation to his marketing and advertising plans, proceeded to make another: namely, instead of seeking, and paying for, the very best advice and service possible, is content to depend on the advice which agencies not in the first flight may offer.

This youthful advertising manager asked for the time, thought, experience and genius of good men without any offer to pay for them.

He hoped—and probably not in vain—that the lure of his business would tempt not a few youthful and hungry advertising agencies to sweat on his problem in a purely speculative way. He knows—and so do those who yield to his temptation—that he becomes possessor of all the good ideas and counsel received by him; and since there is no copyright in ideas, all ideas presented to him will become his soon or late. The factor of honor or honesty can be ignored; for it is common experience that all of us are prone to appropriate good ideas derived from others, and in the course of time, begin to think that the good ideas originated with us, and we give them out afterwards as our very own, and are very proud of them—perhaps something more than proud.

I am addressing Canadians. I wonder if any reader of mine knows of cases in which advertising agencies were invited to sweat on a manufacturer's marketing and advertising problems on a speculative basis. It isn't honest or honorable, and dishonesty does no one any ultimate good.

If advertising agencies choose to do speculative work—and all of them do—on their own initiative, then it is quite another thing. But to be asked by outsiders to serve them on a speculative basis is an offence against the best practice and the best ethics of business.

* * *

Announcement is made of the association of the Dibble Color Co., Detroit, with Pratt & Lambert-Inc.

"None But The Bold Deserve The Trade"

The Ad-Writer who perpetrated this pertinent parody of a well-known proverb for the benefit of his own magazine might well have had newspaper publicity in mind.

In Ottawa, the seemingly 'bold' advertiser is meeting with his deserts.

The difficulties of 1921 are being surmounted and trading is brisk with aggressive and regular advertisers in the Capital's dominating medium—

THE OTTAWA JOURNAL

Trade depression and labor disputes are almost unknown in the Capital—the large Civil Service population, among whom THE OTTAWA JOURNAL so largely circulates, forms a discriminating clientele of quality buyers very responsive to publicity in their favorite medium.

Ask any recognized Agency and avail yourself of "The Journal's" Service and Co-operation, spoken of as "leading everything of its kind in Canada."

Merchandising possibilities in any line of business are indicated to interested parties.

The Retail Trade is kept advised of forthcoming campaigns and its co-operation enlisted.

Assistance is given in Distribution problems.

Local investigations are made on comparative sales of any products and unbiassed reports furnished. Our very intimate relations with the local retailers make these investigations particularly valuable.

Reliable lists of wholesalers and retailers in Ottawa and the Ottawa Valley Towns are furnished on request.

Information re statistics, tariffs, customs dues, freight rates, etc., is cheerfully provided.

Our Promotion and Service Department exists to make each advertising dollar 100% efficient

A CORRECTION

By an unfortunate error in our ad of September 1st issue of "Marketing," OTTAWA FARM JOURNAL figures were quoted in place of those of THE OTTAWA JOURNAL DAILIES

The Average Net Paid Circulation of "The Ottawa Journal Dailies" for the 6 mos. ending June 1921 was **27,286**

"Evening Journal" **22,258** "Morning Journal" **5,028**

The OTTAWA JOURNAL DAILIES

The Ottawa Morning Journal ***The Ottawa Evening Journal***

(Members A.B.C.)

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East **MONTREAL**—J. B. Rathbone, Manager, 317 Transportation Bldg
LONDON, ENG.—Robert Houston, Effingham House, 1 Arundel St. Strand, W.C. 2

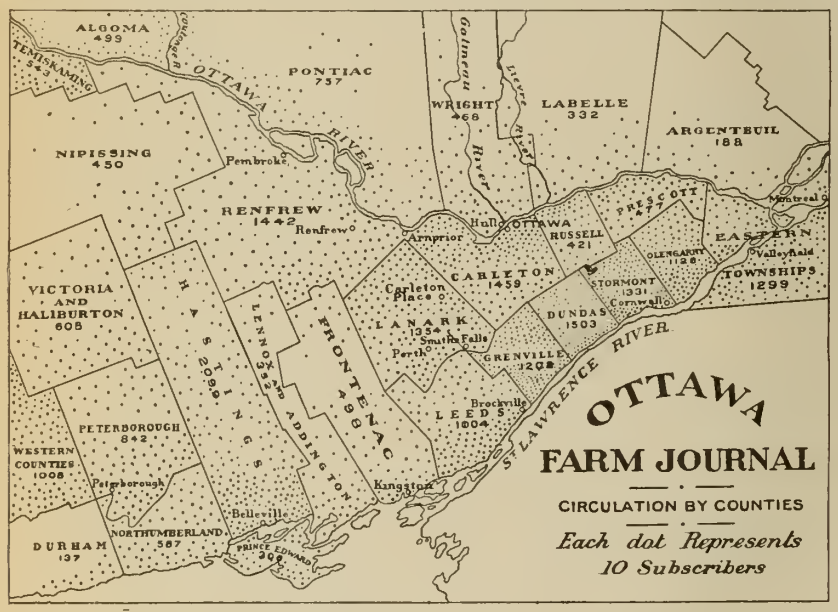
UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. **CHICAGO**—1036 Peoples Gas Bldg. **BOSTON**—Old South Bldg.

Fall Campaigns Starting

Play safe and completely cover the Great Central Dairy Belt (Eastern Ontario and Western Quebec) by making generous provision for the

OTTAWA FARM JOURNAL

The Map below visualizes the remarkably concentrated circulation of The Ottawa Farm Journal in this prosperous and progressive field.



Average Net Paid Circulation For Six Months Ending June, 1921 of **24,577**

is nearly 9000 in excess of any other farm paper appealing to this clientele.

Less than 500 copies per issue are distributed outside this area.

Ask your Advertising Agent—He Knows!

The Ottawa Farm Journal

OTTAWA (Member A.B.C.) CANADA

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

High Costs Driving Newspapers Out Of Business

In announcing the permanent suspension of the Wellesley (Ont.) *Maple Leaf*, the publisher, H. W. Kaufman, made the following statement regarding the difficulties under which newspaper publishers are at present laboring:

"After a struggle of over twenty-one years, the *Maple Leaf* goes the way of most small country papers during the past four years. During these four years the cost of production has increased from 200 to 300 per cent., while the income is practically the same. This has caused the suspension or amalgamation of over 200 newspapers in Canada during the past few years.

"The reason the newspaper graveyard is so full is shown by an editor who has been investigating the cause of the high mortality. He figures out that in 1907 wages were at 100. In 1914, they had advanced to 178, and in 1921, the figure was 393. Newsprint from 100 jumped to 177 in 1914, and to 623 in 1921. Newspaper postage, which cost the normal of 100 in 1907, was 147 in 1914, and 337 in 1921. Ink was 100 in 1907, 200 in 1914, and today stands at 331.

"Editorial expense advanced from 100 in 1907 to 120 in 1914, and 241 in 1921. Miscellaneous expenses went from 100 in 1907 to 125 in 1914, and to 244 in 1921. By taking the average of all newspaper costs, it was found that while the average or index number of 1907 was 100, in 1914 it was 159, and in 1921 it reached the high mark of 411."

* * *

The International Circulation Managers' Association is making a spirited drive for new members. The plan includes a contest which will culminate at the 1922 convention at Indianapolis. Chairmen of the membership committees in the various provinces of Canada are as follows: Alberta, A. J. Hilliker; British Columbia, R. H. Horne; Manitoba, J. F. Sweeney; Ontario, T. V. Armstrong; Saskatchewan, F. R. Folkes; Quebec, F. Lawson; Maritimes, Anna A. Frazier; Newfoundland, B. R. Frisco.

* * *

A new small-space campaign is appearing in Ontario papers advertising Kola Briar Pipes, made by L. Simon, 80 Bay Street, Toronto. The pipe retails at $1.00. Instructions have been sent out by Norris Patterson.

* * *

The Vancouver office of A. J. Massie Ltd., has recently sent out instructions covering the "Kiltie" brand of pink salmon, packed by Wallace Fisheries Ltd., Birks Building, Vancouver.

* * *

An unfortunate error occurred in the copy for the advertisement of the *Ottawa Journal Dailies*, which appeared on page 593 of the September 1st issue of MARKETING. The figures of average net paid circulation for the six months ending June, 1921, quoted were those which apply to *The Ottawa Farm Journal* and not *The Ottawa Journal Dailies*. The correct figures of Average Net Paid Circulation for the six months ending June, 1921, of *The Ottawa Journal Dailies* are, *Evening Journal* 22,528, *Morning Journal* 5,023; total 27,286. This is an average increase of 1,766 copies compared with the Average Net Paid Circulation for the last six months of 1920.

If British Columbia Relied Only On Its Forest Wealth—

THE forest wealth of British Columbia alone—excluding her mines and fisheries, her fields and her factories—is sufficient to place the most westerly province in the foremost rank with the richest territories in the world.

British Columbia contains approximately half of the saw-timber of Canada. Over 92 million dollars worth of B.C. timber products were marketed last year. The manufacture of pulp and paper, commenced in B.C. less than 12 years ago, has developed into a thriving industry. An unlimited amount of water-power contiguous to desirable pulp limits has contributed to its growth, which has been so fast that the development of markets in Australasia, China, Japan and the Western United States is already being undertaken.

* * *

If British Columbia relied only on its forest products, which at present contribute only 44 per cent. of its annual wealth production, the province would still be prosperous, and Vancouver would still be Canada's fourth city, publishing the seventh English-speaking paper in the Dominion.

The "Province" invites a comparison of its A.B.C. statement with the A.B.C. statements of other British Columbia dailies

Circulation Over 60,000 Every Day

The VANCOUVER Daily PROVINCE

BRITISH COLUMBIA
VANCOUVER
THE VANCOUVER DAILY PROVINCE
ROTARY IS NOW SIXTEEN
Irish Insurgents Fire On Police from Screen Of Women and Children
W.A.S. A NOTED B.C. FIGURE
C.P.R. WILL MAKE SURVEY OF MINERALS
QUEBEC'S LIQUOR BILL
GREECE TO LOSE PORTION OF THRACE
COAL REPORT IN A MONTH
American Withdrawal Disheartening to the French
NO REORGANIZATION OF THE AIR FORCE
TRANSCONTINENTAL INCIDENTS IN ALBERTA
DRY SHIPS ARE NOT POPULAR
CONTESTS WILL CLEAR THE AIR

Advertising Rates have not kept pace with increased costs.

In November, 1917, our minimum rate was 1 cent per line, today our minimum rate is 1½ cents a line, an increase of 50 per cent.

In November, 1917, our circulation averaged 3,608 daily —today our daily average is over 5,500, an increase of over 52 per cent.

In 1917 newsprint cost us $50 per ton, today it costs $95, an increase of 90 per cent.

In 1917 our wage scale was $15, today it is $30, an increase of 100 per cent.

It has taken careful economy and increased efficiency to keep the rates down to the present minimum, and advertisers are getting value for every dollar they spend in the Record.

Member of A.B.C.

The News Record
LIMITED
Kitchener, Ont.

98,000
AGATE LINES
of
Foreign Display
Advertising is
the Record
of

The Reformer

OSHAWA

For the first four months
of this year

PUBLISHED
Every Other Day
Tuesday
Thursday
Saturday

INCLUDE IT IN
YOUR "DAILY" LIST

How Goodyear Is Overcoming Resistance To Prices

(*Continued from page 616*)

little thing, perhaps, to have taken existing rather than past examples; but the result is remarkable. It gives an air of perpetuity to the product.

Chesterton, in his book on Dickens, says that the great Victorian story-teller had an art which few novelists possessed in anything like the same degree—the art of making his readers believe that the characters went on living after the book was closed. There is something of the same truth about this advertisement. One feels he is reading about tires that are almost immortal.

The third advertisement in the series, not yet in type, emphasizes another aspect of the price question. Mr. Lower was good enough to show MARKETING the copy, still in manuscript form. It is headed, "Goodyear Tires are 25 to 30% Lower in Price Because They Are Made in Canada."

The body of the advertisement is a tabulation of the popular sizes of Goodyear Tires with the price if imported from the United States, the price of casings made in Canada, the saving in dollars and cents, and the percentage of saving.

So far that is all that has been planned; but enough has been shown to indicate that Goodyear has really tackled the problem of selling quality *plus* price, and that an auspicious start has been made in the development of *value* advertising.

* * *

A new organization of Canadian dyers is to be arranged and the concern now affiliated with the American national organization is to be re-organized on purely Canadian lines, to care for Canadian interests. The advisability of members undertaking a joint publicity campaign in trade and other journals has also been considered. A new executive was recently elected, consisting of A. F. Dechaux, Montreal, president; C. W. Fountain, Toronto, vice-president; W. S. Hulbig, Toronto, managing secretary; other members, A. White, Toronto; J. C. Burnett, Montreal; F. Richards, Fredericton, N.B.; Charles Allen, Montreal; A. P. Janisse, Windsor, Ont. The next convention will be in Toronto the last week of July, 1922.

* * *

Publishers from various points in Eastern Canada are attending the course in journalism at the University of Toronto from Sept. 12 to 17.

* * *

A new series of advertisements, "Friendly Talks", placed by the American Sports Publishing Co. New York, for A. G. Spalding & Bros. of Canada Ltd., began to appear early in the month.

Insurance On Parcel Post

Insurance on parcel postage in Canada will come into effect on October 1, according to notice officially gazetted last week. Parcels will be accepted for insurance against loss up to $100. The fees will be 3 cents up to $5, 6 cents up to $25, 12 cents up to $50, and 30 cents for amounts exceeding $50 and not exceeding $100.

* * *

Mail orders are being invited by S. A. Barry & Co, tailors, of 16 City Road, London Eng. in Canadian publications. The copy lists suits ranging in price from $10.75 to $17.50, and bears the trade mark of the Scottish Woollen Association, concerning which brief mention was made in MARKETING recently. The campaign is is the hands of the Smith Agency, London England.

* * *

F. W. Gray, editor of the *Canadian Mining Journal*, published by the Garden City Press, St. Anne de Bellevue, Que., has resigned his position to become assistant to D. H. McDougall, vice-president of the British Empire Steel Corporation. Mr. Gray is a member of the Canadian Mining Institute.

* * *

Copy for Orange-Crush is running in western dailies. The account is handled by the McJunkin Advertising Co., Chicago.

* * *

Three column space is being used by the Canadian branch of the Pelman Institute, Toronto, to announce a new and improved course in this famous Memory System. Contracts and instructions have recently gone out from the office of Norris Patterson.

* * *

Three-column copy for the Automatic Oil Heater Service Co., 21 Adelaide St., W., Toronto, is placed direct in a small list of papers in Ontario.

* * *

Contracts have been sent out by the A. McKim agency for Clynos Footrest Powders, manufactured by the Clynos Supply Co., 51 MacPherson Ave. Toronto.

* * *

A three day sale of Hotpoint products is being advertised in large space, attractively illustrated, to take place in mid-September. The copy is being sent out by the Lewis H. Mertz advertising agency, Chicago, for the Canadian Edison Appliance Co. Ltd., Stratford.

* * *

In the death of Harry W. Leggett, of Ottawa, in his 47th year, Canada loses a man whose work as a typographer and letterer has become well known throughout the continent. He was born in Renfrew, Ont., and after some years with the British-American Bank Note Company at Ottawa, joined the staff of the Interior Department.

* * *

S. Louis Melliday, New York advertising agent, was drowned at Ottawa, Ont., recently. He was a native of St. John, N. B.

* * *

McConnell & Fergusson, Montreal, have sent out new instructions for Nesbitt, Thomson & Co. Ltd, Toronto. The copy is a repeat of the excellent series of advertisements which ran earlier in the year.

The Crop Sales Peak

There is more grain marketed in Western Canada from the first of September to the first of the year than during any other period. Naturally there is more buying.

This year the crop is over two weeks earlier than usual and threshing is more advanced. It is also the largest crop since 1915. The grain money will be in circulation in increasing quantity from now on, and if there is one time more than another when sales can be made that time is right now. Advertising will help do it.

Western farmers, just like the rest of us, did not quit buying—they postponed purchasing. Being satisfied that a fair price level has now been reached they will replenish depleted clothes-closets, furnishings, machine equipment, harness, household supples and will provide for normal requirements.

There will be nothing sensational about the return to better trade conditions. Simply a resumption of buying because of two reasons—available cash and normal prices. The crop is not mortgaged. Farmers have economized strenuously, particularly in regard to labor. The money they receive will be theirs for judicious spending.

As the largest, oldest and most appreciated practical farm journal in the west The Nor'-West Farmer offers you superior selling contact with almost 75,000 of the west's best farmers.

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A. B. C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

Advertising At Pre-War Prices

Today when many advertisers are requesting a revision downward of advertising rates to conform more closely to pre-war levels, the position of

The Farm and Ranch Review

stands out pre-eminent among the Standard Farm Papers of Canada.

The following table shows that not only is our milline rate the lowest among these papers, but also in spite of increases in production costs since 1913 of 236% on paper, 100% in compositors' wages and 122% in salaries along with corresponding increases in practically every other item of cost, we have made an increase of only 3% in actual milline rate since pre-war days, which the table will show is an outstanding record among papers of our class.

Comparative Statement of Milline Rates of Standard Farm Papers 1913 and 1921

showing percentage of increase

(1913 figures from Fuller's Directory. 1921 figures latest available)

**PAPER	*Milline Rate 1913	*Milline Rate 1921	Increase over 1913
Farm and Ranch Review	6.79	7.00	3%
Competitor No. 1	5.78	7.77	34%
Competitor No. 2	6.66	7.93	13%
Competitor No. 3	5.25	8.00	52%
Competitor No. 4	6.53	9.38	44%
Competitor No. 5	6.92	9.38	36%
Competitor No. 6	3.64	10.94	200%

* Milline is cost of one agate line in a million copies.

** Includes all Standard Farm Papers with circulation over 30,000.

This showing has only been made possible by the most careful and economical management coupled with large and steady increases in circulation, thus cutting overhead (the bugbear of all business management) to the minimum.

When it is considered that the bulk of "Review" circulation is concentrated in the Provinces of Alberta and Saskatchewan, which provinces, according to the latest Dominion Government estimates, are growing 68% of Canada's total grain crops this year, it is plain to be seen that our columns offers the most effective and economical media to reach

The Best Farm Market Section of Canada Today

Any Agency will be pleased to go into details with you or write direct to

The Farm & Ranch Review

Published 5th and 20th of Each Month

CALGARY Members A.B.C. ALBERTA

C. F. Crandall Goes To Vancouver World

C. F. Crandall, associated for ten years with Lord Atholstan, has left his desk as managing editor of the *Montreal Star*, to take over the direction of the *Vancouver World*, effective September 10th. This is the latest step in the forward policy of the new owners of the *World*, who purchased the paper four months ago.

Mr. Crandall is a native of St.John, N. B. His whole life has been devoted to newspaper work. He materially assisted Lord Atholstan in organizing the Imperial Press Conference which met in Canada last year.

* * *

Brantford Winthrop Tapered Asphalt Slates are being advertised for the first time in consumer publications by the Brantford Roofing Co. Ltd. According to the copy these are the only Asphalt Shingles that tapered. The account is handled by McConnell & Fergusson, London.

* * *

Louis Larivee has accepted the position of advertising manager for Specialty Film Import, Limited, producers and the only representatives in Canada of Pathe Freres, Paris. Mr. Larivee has had considerable publicity experience, having had charge of the Canadian end of the advertising of the World Exhibitions in Buffalo, 1901; St. Louis, 1904; Jamestown, Va., 1907; and he was also publicity agent for the Quebec Tercentary in 1908. He is widely known as a newswriter, having been connected with a number of French and English speaking newspapers in Quebec City and Montreal, as well as the *Buffalo Enquirer* and the *Chicago Examiner* in the States.

* * *

Copy for the Service Tobacco Shops Ltd., Montreal, is being placed by Smith. Denne & Moore Ltd., Toronto.

* * *

The Desbarats Advertising Agency Ltd., Montreal, has secured the account of Frank W. Horner Limited, Montreal, and are placing advertising for "Carnol." This account was formerly handled by National Publicity Ltd.

* * *

A four column announcement appeared in newspapers on September 1st, announcing consolidation of the business and operations of the Canadian Express Company and the Canadian National Express Company. The copy pointed out the tangible advantages of this unified service. "Be Rational—Express It National" is evidently the slogan of the campaign. Minimum contracts have been made by National Publicity Ltd., Montreal.

* * *

That the printers' strike is not seriously hindering the issuance of publications in Toronto is proven by the appearance of the 33rd Annual Fall Number of *Hardware & Metal*, containing 322 pages. The volume of advertising carried is a further indication that hardware and building material manufacturers are making a strong bid for fall business.

* * *

Consolidated Advertising Service, Toronto, has secured the account of the Williams Piano Co. Oshawa, Ont. New copy for this firm's player piano was placed by Consolidated late in August. Plans are not yet complete for Williams' fall advertising.

To the Sales Managers of Canada

PLEASE ADDRESS COMMUNICATIONS TO THE LONDON ADVERTISER CO., LTD., NOT TO INDIVIDUALS

MEMBER AUDIT BUREAU OF CIRCULATIONS

MORNING NOON EVENING

The London Advertiser

ESTABLISHED 1863

LONDON, CANADA

September 15th, 1921

To the Sales Managers
of Canada and the
United States.

Gentlemen:

Don't you think the "buying strike" has been over-estimated and over-advertised?

One hears very little about the "selling strike"; but it is probably more prevalent just now than the other variety.

One sign of it is the reduction of selling staffs. Another is the lack of pep in a great many of the salesmen left on the road. Few dealers are pushing goods with the old vigor. They have caught the infection from salesmen; from the fact that most firms are not doing their utmost to sell them; and from the fact that many manufacturers have suspended or cut down their advertising, which means that they are letting up on their selling to the public.

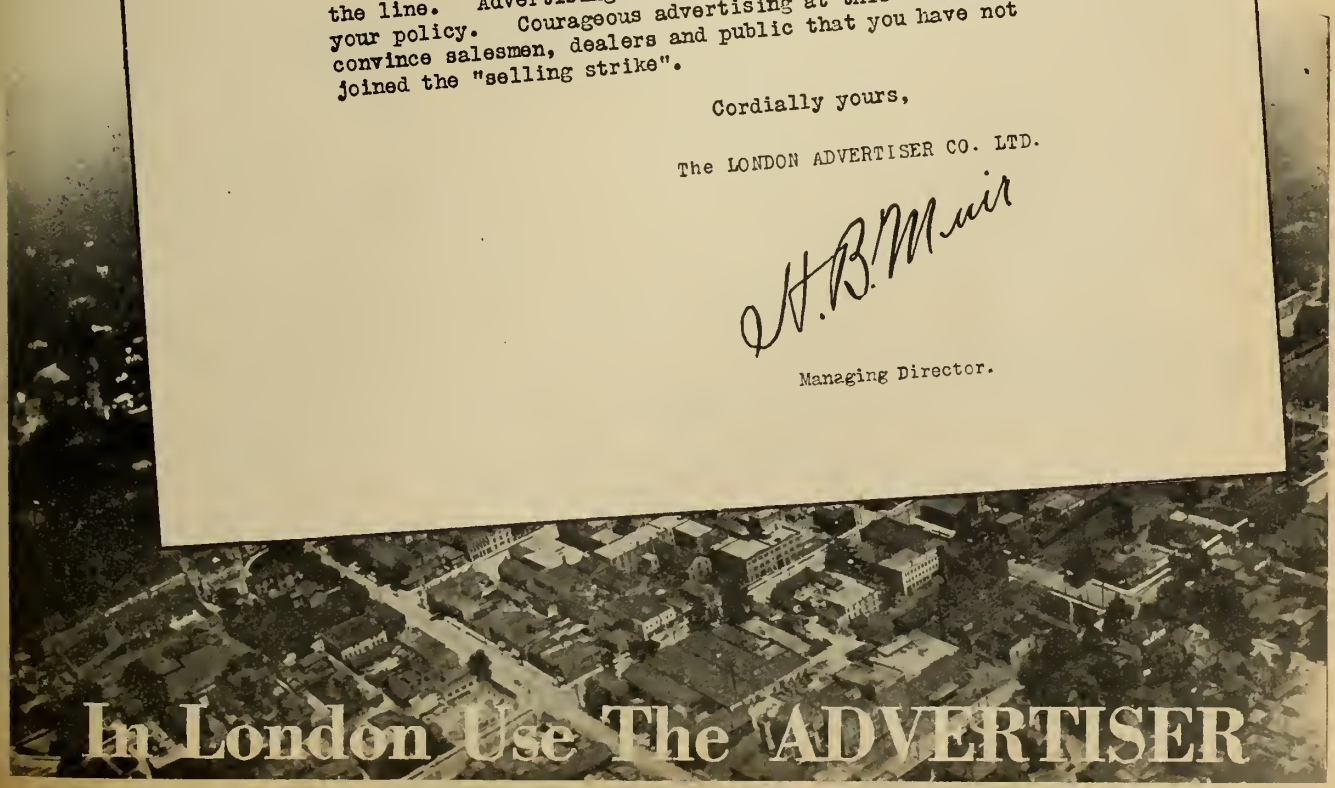
The timidity of the house breeds timidity all down the line. Advertising is the outward and visible sign of your policy. Courageous advertising at this time will convince salesmen, dealers and public that you have not joined the "selling strike".

Cordially yours,

The LONDON ADVERTISER CO. LTD.

H. B. Muir

Managing Director.



In London Use The ADVERTISER

Sell It In Kingston

Where times are good and money plentiful.

The Daily British Whig

offers the way, going into over 84% of all the homes of the city, with an additional circulation of over 2,800 in the district.

All A.B.C. circulation, too.

Advertising Solicitor Wanted

For general advertising. Must have some dally newspaper experience, and be willing to travel.

No personal applications will be considered in the first instance. Please write us about your qualifications and experience if you are interested, and tell everything in the first letter. Send photograph if possible.

The Globe

TORONTO

Save Money!

The best time to save money is before you lose it. To insure the desired result, entrust the illustrating, copywriting and selection of media to one who knows. The slightly larger cost will more than repay you, for the gambling with uncertainty will be eliminated. It costs nothing to consult with

FREDERICK M. HAHN
General Advertising Service
79 Adelaide Street East, Toronto
Telephone Main 7559 – Hill. 2074W.

Sales Tax Removed From Job Printing Made To Order

R. R. Farrow, Commission of Customs and Excise, has promulgated a new ruling as follows:

"Job printing concerns who do printing to the order of the individual customer and sell *exclusively* by retail, sales tax does not apply.

"Job printing concerns who print for stock or for any trade for re-sale, sales tax applies on such sales."

The Toronto Typothetae has bulletined this information to its members, together with the statement that "in cases where the Tax has been paid to the Government from May 10th, 1921, inclusive, it will be refunded, and application must be made to the local Collector on the proper form."

This is an important ruling inasmuch as it marks another step in the downward trend of printed matter cost, and should offer the basis for a similar plea for exemption on the part of engravers.

* * *

Striking Printers May Start Co-operative Shop

At a meeting on Sept. 7th, in the Labor Temple, Toronto, striking printers pledged several thousand dollars for the purpose of starting a co-operative printing plant to provide work for their members. A committee has been appointed to promote the scheme, which involves the subscribing of part of their weekly strike allowance by the men now on strike in Toronto.

* * *

Another British advertiser using Canadian mediums just now is the Otley Simpson Co. of Lincolnshire, Eng. Small copy is being placed in agricultural journals for this firm's machinery by the Canadian office at Toronto.

* * *

McConnell & Fergusson have secured the account of the National Electric Heating Co., Toronto. Instructions are being sent out to newspapers.

* * *

Large copy was used during the latter part of August to announce the new McLaughlin-Buick Master 4. The campaign will continue during the fall months. Consolidated Advertising Service handles the account.

* * *

The Canadian advertising of Bastian-Morley Limited of Toronto, and La Porte, Indiana, makers of Royal Automatic Gas Water Heaters and "Marvel" Gas Water Heaters, has been placed with R. C. Smith & Son, Limited, advertising service agency of Toronto. Copy will appear immediately in a selected list of newspapers.

* * *

N. W. Ayer & Son, Philadelphia, are making yearly contracts with Canadian dailies for Tetley Teas. The copy being used is 50 lines double column.

* * *

Small copy for "Dietetic Flour," made by the Jireh Food Co., Brockville, Ont., has been sent out to dailies by the Federal Advertising Agency Ltd., London.

* * *

R. A. Stinson, vice-president of the Canadian Crocker Wheeler Co., brands as "a fanciful story" the statement made in various quarters that the English Electric Company had purchased the plant and business of his company at St. Catharines.

Press Day At The C.N.E.

Over 200 publishers attended the Canadian National Exhibition on Press Day, September 2nd, at the invitation of the "Ex." directorate. Premier Meighen was present at the mid-day luncheon, and addressed the publishers briefly concerning the recent conference of Dominion prime ministers in England. Other speakers were J. E. Fortin, vice-president of the Canadian Weekly Newspapers' Association; Acton Burrows, president of the Canadian National Newspapers & Periodicals Association, and J. E. Atkinson, of the *Toronto Star*, representing the Canadian Daily Newspapers' Association.

* * *

Beecher With Society Brand

H. S. Beecher, for some time sales and advertising manager for the Gillette Safety Razor Co., has left that company to take charge of sales and advertising for Society Brand Clothes Ltd., Montreal.

* * *

H. M. Tandy, director and account executive with Smith, Denne & Moore, Toronto, has entered business for himself as an advertising counsel. He retains his directorship and will continue to handle some accounts for Smith, Denne & Moore. His office adjoins that of the agency in the Lumsden Building.

* * *

Arthur R. Kennedy, who has been editor of several of the MacLean publications during the last three years, has been appointed editor-in-chief of *The Advertiser*, London, Ont. Executives of the MacLean Publishing Co. tendered Mr. Kennedy a farewell dinner at the Arts & Letters Club, Toronto, at which Col. J. B. MacLean presented the guest of honor with a large mantel clock on behalf of the staff.

* * *

The James Fisher Company has recently sent out instructions covering the advertising of the Economic Clothing Co., Hamilton.

* * *

Famous Lasky Film Service Ltd., distributors in Canada of Paramount Pictures, have been advertising "the greatest Beauty Contest ever held" in daily newspapers, in connection with "Paramount Maple Leaf Week," Sept. 5 to 10. The announcements ran to five columns, and contained a distinctive insignia featuring the Maple Leaf and Union Jack. The Mitford Advertising Service Bureau handles the account.

* * *

Advertising of Fife Quality Boots, manufactured by A. T. Hogg, Strathmiglo, Fife, Scotland, is running in the Nor-West Farmer. This firm was a regular advertiser in this country before the war, but was forced out of the market by war conditions.

* * *

New two-column copy for Bovril, placed by the Desbarats agency, commenced its appearance a few days ago.

* * *

Special Sale Prices from Sept. 1 to 20 on "Canadian Beauty Irons and Toaster Stoves were recently announced by the Renfrew Electric Products Ltd., in five-column space. Instructions have been sent out by the James Fisher Co. Ltd., Toronto.

* * *

Mail-order copy for Sellers-Gough Fur Co. Ltd., is being sent out by the Baker agency to a number of Ontario and Eastern publications.

Overcome Reader Inertia By Reader Ownership

Advertising in the majority of mediums has to overcome a great deal of reader inertia on the part of reader-consumers. Strong arguments, constant repetition, dominant space are all necessary to undermine the settled habits and the claims of other products. Good copy in well selected media does overcome the resistance, but the process is sometimes slow.

One group of papers in Canada is in the position to speed up and strengthen the pulling power of its advertising columns—*The Farmer Owned Group.* These journals—*The Grain Growers' Guide* in the west; *The Farmers' Sun* in Ontario. and *The United Farmers' Guide* in the Maritimes, are owned by their readers who are naturally interested—financially interested—in building up the pulling power of their own papers.

These reader-owners are practical, progressive farmers who have seen the advantage of joining the United Farmers movement, which started 20 years ago and has spread from the Atlantic to the Rockies. Their official organs, forming the group known as "The Farmer-Owned Press" possess larger circulations in their respective territories than any other agricultural publications. Jointly they offer 142,000 guaranteed circulation between the Atlantic and the Rockies.

The appreciation of these papers by their readers is demonstrated by the important function of each in its respective field as an official organ. The rapid growth of each in circulation and prestige demonstrates this. Space in each or all can be obtained at a rate lower than the average ordinary farm paper in Canada—much less than farm papers in the United States.

Consult your Advertising Agency or write to the nearest office

Canada's Farmer-Owned Farm Journals

GRAIN GROWERS' GUIDE
Covering Manitoba Saskatchewan and Alberta
Circulation 82,000 - Rate 65 cents.

THE FARMERS' SUN
Circulation 40,165 **Covering Ontario** *Rate 15 cents.*

UNITED FARMERS' GUIDE
Covering Nova Scotia, New Brunswick and Prince Edward Island
Circulation 20.000 - Rate 18 cents.

ADVERTISING OFFICES AT

NEW YORK, N.Y. : 1478 Broadway
TORONTO, ONT. : 229 Queen St. W.
MONTREAL, QUE. : Gardenvale P.O.
WINNIPEG, MAN. : 290 Vaughan St.

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph

AND

Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Subscribe for

THE MAILBAG

A Journal of Direct-Mail Advertising

Edited by Tim Thrift, it is the recognized Text-book on this important phase of advertising.

Let the Brains and Experience of Experts Help Solve Your Direct-Mail Problems

The Mailbag isn't made by one man. It couldn't be and be what it is—a symposium of the best thought on the subject. It is really edited by many men, in many lines, who have solved problems like your own.

Send $2.00 for a year's subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the same as in the United States, $2.00 per year, but please include 30c. exchange. Thank you.

What We Are Doing To Increase Sales

(Continued from page 611)

of Gifts" idea, French Ivory Products, Ltd., supply electros for a set of six ads for insertion by retailers in their local papers. These ads emphasize the French Ivory Products as "The Useful Beautiful Gifts," and dwell on their cleanliness and daintiness as rendering them peculiarly well fitted for a place on the boudoir table.

"Has your wife, mother, sweetheart or sister started a toilet set of French Ivory Products? If so, she will be more than delighted with an addition to the set from you," states one advertisement.

"You can repeat the compliment on anniversaries, or at any time, thus making a chain of gifts," is another definite suggestion.

It is found that the ladies are just as keen on increasing their French Ivory collection as they are to add to their stores of china and linen. The idea commends itself to the mere man, too, as it saves that individual much labored thought in his endeavors to solve the Christmas, birthday and wedding gift problem in a way that is alike satisfactory to himself and his wife.

"We are perfectly satisfied that exploiting this idea has enormously increased our sales," said Mr. M. A. Love, president of French Ivory Products, Ltd.

"To be consistent, we not only turn out an article that cannot but grace any dressing table in any land, but we box each item in a manner that heralds the refinement of the contents before they are seen. We gave a good deal of thought to our presentation boxes and they have proved to be a big draw."

The box in question is of light blue cardboard with a tasteful floral design in a darker shade of the same color. On the lid the name of the firm is embossed in gold in their distinctive signature. The box is suggestive of a high grade jewellry store and is an ideal container for "the useful beautiful gift."

✣ ✣ ✣

The Montreal Auxiliary of the Canadian Automobile Association met at the Windsor Hotel, Montreal, toward the end of August, to discuss the relationship which exists between volume of trade and the qualifications of salesmen. A. J. Hays, president of the Champion Spark Plug Company, was among the speakers.

✣ ✣ ✣

George Horace Lorimer, editor of the *Saturday Evening Post*, Philadelphia, is returning through Canada from a vacation trip with his family to the Coast states.

New Rates On Foreign Mail

Notice has been gazetted at Ottawa that, on and after October 1, the rates on letters for points outside of Canada, with the exception of places within the British Empire, the United States and Mexico (to which places the Canadian domestic rate applies) will be 10 cents for each letter weighing one ounce or less, with 5 cents for each further ounce. The rate on postcards will be 6 cents.

✣ ✣ ✣

Newsprint At $80 Per Ton

At a meeting of the paper manufacturers in Montreal on Sept. 1st the Canadian Export Company fixed the price of newsprint for the fourth quarter of the year at 4 cents per pound, or $80 per ton.

✣ ✣ ✣

The sale of Blue Bird Electrical Household Appliances is now in the hands of Blue Bird Sales Ltd., Toronto. Appliances Ltd., which formerly marketed Blue Bird products, has gone into receivership.

✣ ✣ ✣

The *Chatsworth News*, established 36 years ago by the late Geo. Blyth, discontinued publication on August 25th, and has been incorporated with the Owen Sound *Sun-Times*. The high cost of publishing is given as the reason for the paper's demise.

✣ ✣ ✣

The appointment of a commission by the United States congress to confer with the Canadian government regarding the importation of pulpwood from Canada has been temporarily held up until approval of the conference has been secured from the British Imperial Government.

✣ ✣ ✣

The business of the Cross Press and Sign Company has been purchased by W. J. Taylor, publisher of the *Woodstock Sentinel Review* and *Rod and Gun*. Chas. Blueman, production manager of the company will be associated with Mr. Taylor in the enterprise.

✣ ✣ ✣

J. S. Crowell, founder of the Crowell Publishing Co., publishers of the *Woman's Home Companion*, *American Magazine* and *Farm & Fireside*, died at Cincinnati on August 17th. Mr. Crowell sold his interest in the business in 1906.

✣ ✣ ✣

Copy for Anzora Hair Tonic, manufactured by the Anzora Perfumery Co. Ltd., Willesden Lane, London, England, is appearing in Canadian publications, placed by A. McKim Ltd, Montreal.

✣ ✣ ✣

William Slavens McNutt, special writer for the *United News* and *Leslie's Weekly*, left Halifax recently on a coast to coast trip through Canada for the purpose of writing a series of articles on social, business and political questions in Canada as they affect the United States.

✣ ✣ ✣

Wage reductions for all classes of workers in the paper mills of Canada and the United States were made effective August 22nd, by the board of arbitration appointed to adjust differences brought to a head by the strike called on May 1st. The cut averages 15 per cent.

✣ ✣ ✣

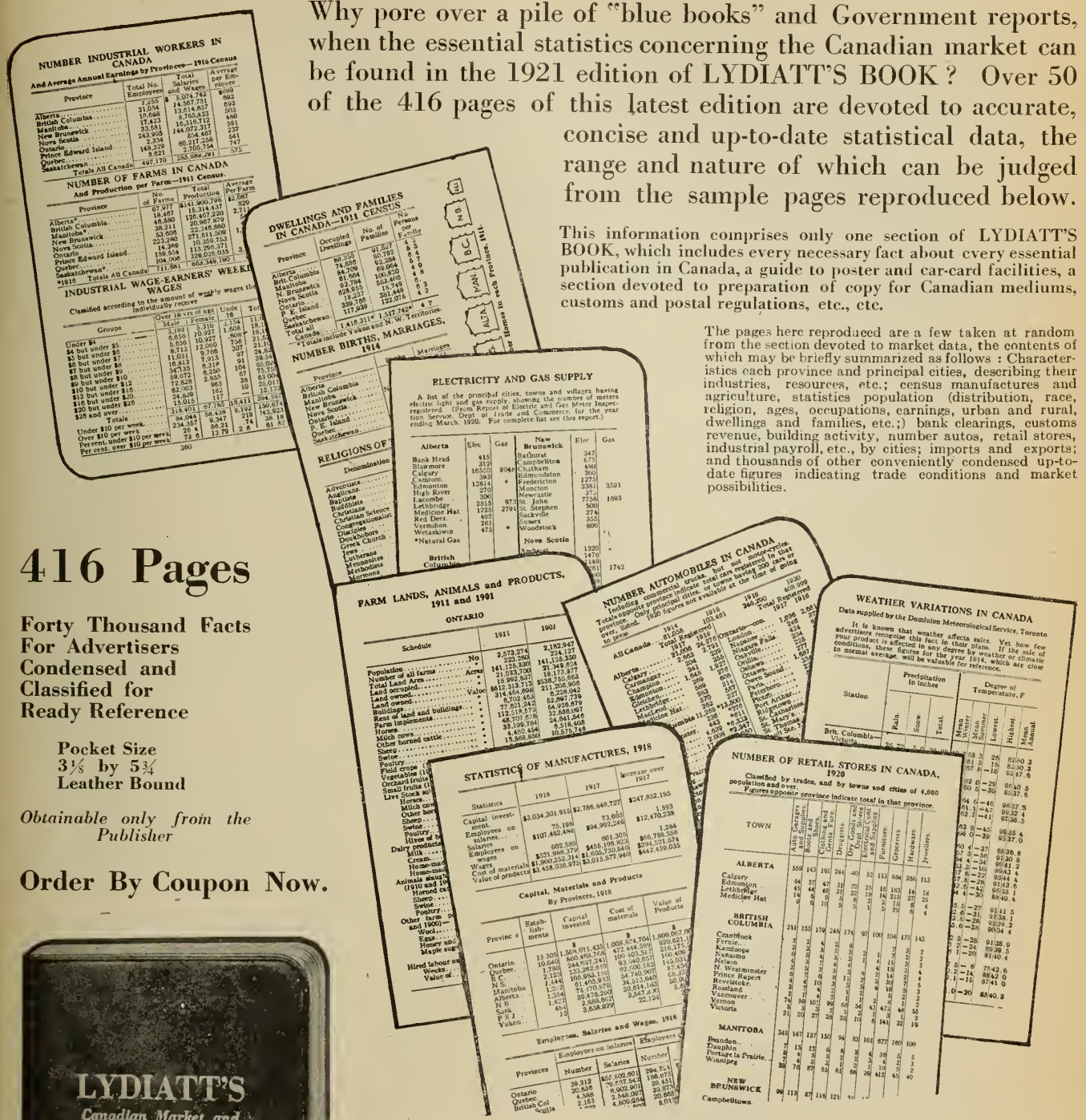
Copy is now appearing in Canadian publications for "Hair Bitters" manufactured by Beriault Company Ltd. 705 Yonge St. Toronto. The Mitford Advertising Agency, Toronto, handles the account.

A Condensed Market Survey of Canada

Why pore over a pile of "blue books" and Government reports, when the essential statistics concerning the Canadian market can be found in the 1921 edition of LYDIATT'S BOOK? Over 50 of the 416 pages of this latest edition are devoted to accurate, concise and up-to-date statistical data, the range and nature of which can be judged from the sample pages reproduced below.

This information comprises only one section of LYDIATT'S BOOK, which includes every necessary fact about every essential publication in Canada, a guide to poster and car-card facilities, a section devoted to preparation of copy for Canadian mediums, customs and postal regulations, etc., etc.

The pages here reproduced are a few taken at random from the section devoted to market data, the contents of which may be briefly summarized as follows: Characteristics each province and principal cities, describing their industries, resources, etc.; census manufactures and agriculture, statistics population (distribution, race, religion, ages, occupations, earnings, urban and rural, dwellings and families, etc.;) bank clearings, customs revenue, building activity, number autos, retail stores, industrial payroll, etc., by cities; imports and exports; and thousands of other conveniently condensed up-to-date figures indicating trade conditions and market possibilities.


NUMBER INDUSTRIAL WORKERS IN CANADA
NUMBER OF FARMS IN CANADA
INDUSTRIAL WAGE-EARNERS' WEEKLY WAGES
DWELLINGS AND FAMILIES IN CANADA—1911 CENSUS
NUMBER BIRTHS, MARRIAGES, 1914
RELIGIONS OF
ELECTRICITY AND GAS SUPPLY
FARM LANDS, ANIMALS and PRODUCTS, 1911 and 1901
ONTARIO
NUMBER AUTOMOBILES IN CANADA
WEATHER VARIATIONS IN CANADA
STATISTICS OF MANUFACTURES, 1918
Capital, Materials and Products By Provinces, 1918
Employees, Salaries and Wages, 1918
NUMBER OF RETAIL STORES IN CANADA, 1920
ALBERTA
BRITISH COLUMBIA
MANITOBA
NEW BRUNSWICK

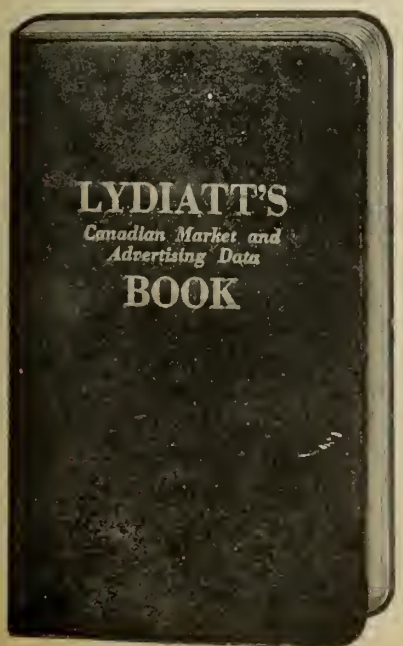
416 Pages

Forty Thousand Facts For Advertisers Condensed and Classified for Ready Reference

Pocket Size
3⅛ by 5¾
Leather Bound

Obtainable only from the Publisher

Order By Coupon Now.



W. A. LYDIATT, Publisher
53 Yonge St., Toronto, Canada

Enclosed find $5.00 for which please mail one copy of 1921 LYDIATT'S BOOK, post paid to:

Name .....

Address .....

GOOD TIMES

come slowly to the man who waits.

There's business NOW in Quebec for the digger. Dig NOW for some via

The Telegraph

NOW!

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Advertising Affiliation To Meet In Hamilton This Year

An organization known as the Advertising Affiliation, comprising the Advertising Clubs of Hamilton, Cleveland, Rochester, Canton and Buffalo, will hold their annual convention this year at the Royal Connaught Hotel Hamilton, September 30 and October 1.

It is expected that five new clubs will be admitted to memberships, viz., Montreal, Toronto, London, Erie and Toledo.

Something like a thousand advertising men will be in attendance. Premier Meighen has consented to address one of the sessions.

* * *

A quarrel between humorists has been staged in Montreal courts, where *Le Canard* has sought to restrain *Le Renard*, both being humorous weeklies, from using a name and title page closely resembling that of *Le Canard*. J. A. Renaud, proprietor of *Le Canard*, in court said his journal had a circulation of 50,000 an issue. He produced letters and witnesses who declared the two journals look so alike that they were often mistaken one for the other. Judgment was reserved.

* * *

Another stage in the Montreal printing strike is seen in the formation of the Catholic Union of Job Printers, on a religious and national basis, with the 48-hour plank, and wages of $36. Preliminary work has been going on for some time and crystallized three weeks ago in the above organization. So far there are about 75 members. The president is A. Therrien, secretary H. Coderre, and meetings are being held weekly at 1939 St. Dominique Street, Montreal.

* * *

Verne E. Burnett has resigned his position as sales manager with the Liberty Motor Car Co., Detroit, to take a similar position with the Cadillac Motor Car Co., of the same city.

* * *

Paramount Tire & Rubber Co., Ltd., has been provincially incorporated in Ontario with head office in Toronto, and capital of $250,000 to manufacture tires and rubber goods of all descriptions.

* * *

An attractive new poster has just made its appearance on the billboards advertising Super-Kreem Toffee, manufactured by Edward Sharp & Son, Kreemy Works, Maidstone, England. W. G. Patrick & Company, Toronto, are sole Canadian distributors.

* * *

John M. Kilbourn, vice-president of the Canada Cement Company and president of the Northern Bolt & Screw Company, died at Owen Sound recently, in his 80th year.

* * *

The Canadian Automatic Barrel Machinery Co. Ltd. has been incorporated with head office in Toronto and capital of $1,000,000 to manufacture barrels, machinery for manufacturing barrels and other wood containers.

* * *

Greater use of the national colors in business was strongly endorsed by the annual convention of the Retail Merchants' Association recently held in Winnipeg. Buying within the Empire was also emphatically advocated.

Fergusson Now In Toronto

M. M. Fergusson, whose marriage was recently announced, has returned from his wedding trip and will take over the management of McConnell & Fergusson's Toronto office, becoming resident partner in this city. The Toronto office has previously been directed by Walter E. Gunn, now advertising manager of the *London Free Press*.

J. E. McConnell remains in charge of the agency's London office.

* * *

H. Champelovier, who has represented the T. S. Simms Co., Ltd., in Western Canada for some time, has been appointed sales manager of the company.

* * *

H. A. Chisholm, Canadian trade commissioner in Cuba, has been appointed to a similar position in Calcutta. P. W. Ward, assistant trade commissioner at Cape Town, is to establish a trade commissioner's office at Singapore.

* * *

John Haddon & Co. London, Eng. are sending out contracts to Canadian publications for the advertising of Lodge Plugs Ltd., Birmingham, manufacturers of tractor and automobile plugs.

* * *

La Belle Advertising Specialties, Reg., of Montreal, is the name of a new company, of which R. R. Labelle is the proprietor.

* * *

Copy for Pure Malt Syrup is being placed direct by The Maltop Co. Market St. Winnipeg.

THE STRENGTH OF
"The Retail Grocer and Provisioner"

lies in the fact that it is edited purely and simply to interest retailers.

It is not a newspaper, with current news and gossip of interest to manufacturers, jobbers, and travellers—it is a trade journal or magazine full of merchandizing hints and suggestions for the retailer.

That's why its subscription list is 100% effective for the advertiser wanting to influence retail grocers and provision dealers.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL 51 Wellington W., TORONTO

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

Schools! Colleges! Y.M.C.A.'s!

DENNISTEEL *Made in Canada* INDIVIDUAL STEEL LOCKERS

are made specially for the use of these Institutions

Because of the space they save, and the necessary safety they provide for the personal belongings of those who attend these places, Dennisteel Lockers have become standard equipment. We specialize in Locker building. All Dennisteel products are fireproof.

WE ALSO MAKE:

Steel Cabinets, Steel Shelving, Steel Bins, Steel Chairs and Stools, Steel Lavatory Compartments. Bank Cages, Railings, etc. Ornamental Iron and Bronze. Commercial Wirework of all kinds. General Builders' Ironwork. Boca Solid Steel Sash.

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Windsor
Winnipeg
Calgary
Vancouver

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

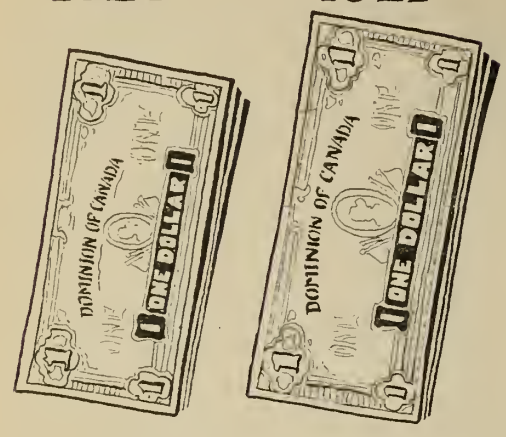
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

WINNIPEG

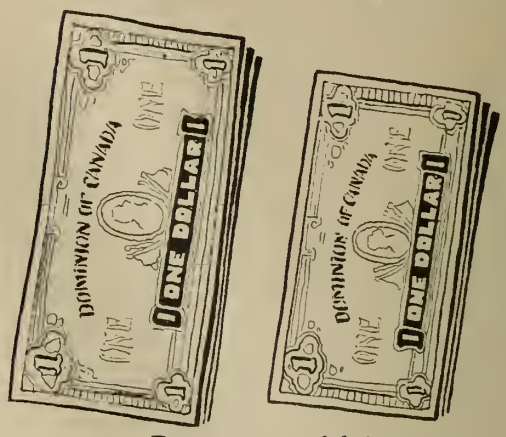
1920 1921



Increase 4.6%

ALL OTHER CANADIAN CITIES

1920 1921



Decrease 14%

Bank Clearings Six Months ending June 30th.

Why Babson Figured Manitoba Will Be the Brightest Sales Spot in Canada

MANITOBA and California are the only two spots on the map of this continent, according to Roger W. Babson, which will offer good sales possibilities during the the next three or four months.

This forecast is based on many contingencies that enter into the sales potentialities of various territories—crop prospects, commodity prices, volume of sales, bank clearings, etc.

Anyone who has followed the record of Canadian Bank Clearings during the first six months of 1921 has undoubtedly come to a similar conclusion regarding Manitoba's prosperous condition as a result of Winnipeg's remarkable record in comparison with other Canadian cities.

Winnipeg has been the only city in Canada to show practically constant increases in Bank Clearings over the corresponding months of 1920. The total increase for the six months amounts to 4.6%, which, in view of the times and of the marked decrease in the total Bank Clearings for all other cities, forms an excellent indication of Manitoba's independence of widespread conditions.

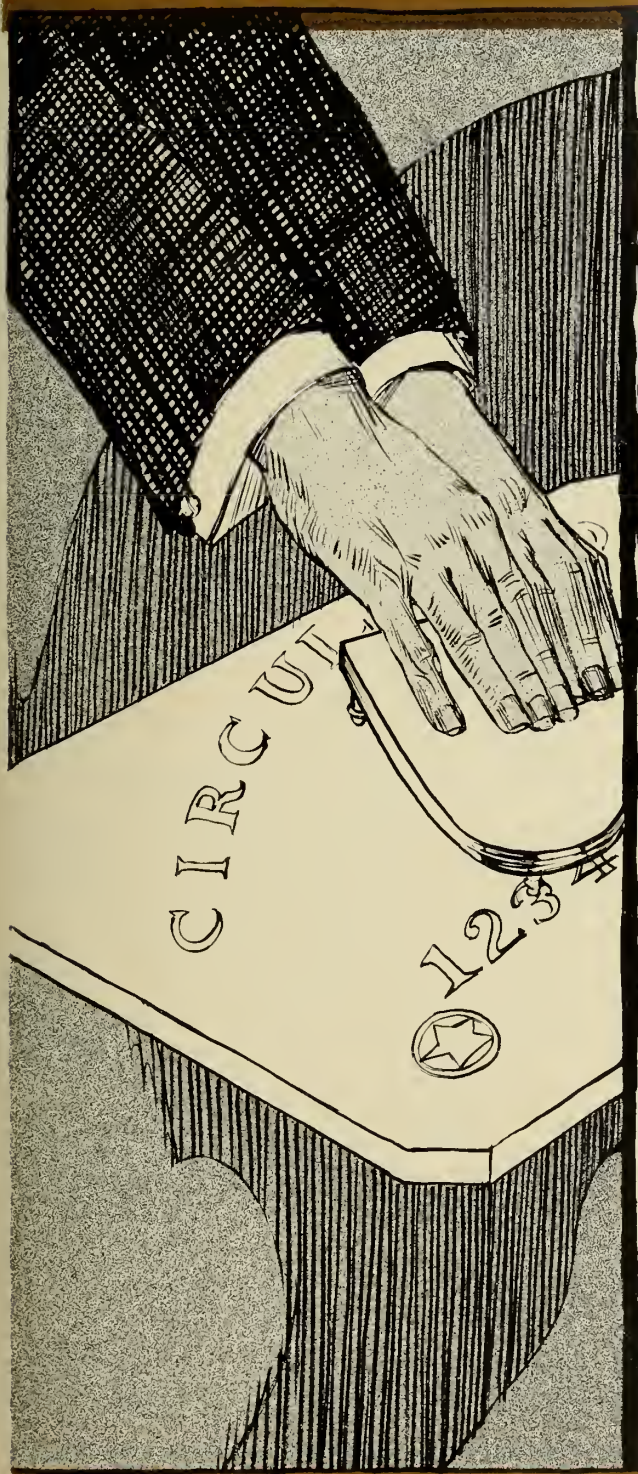
Concentrate your sales efforts during the next few months in this one "bright spot" in Canada—the province of Manitoba.
The Winnipeg Free Press and Retail Merchants' Monthly will aid you.

Winnipeg Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:
Edgar J. Guy, 302 Royal Bank Building . . . Toronto
E.L.McArthur, 224 St. James Street . . . Montreal

Ouija Board Space Buying



If the Bingtown Bugle has 8,000 circulation—and the Bingtown Clarion has 6,500?

"Let's use the Bugle!"—says the Ouija Board Space-Buyer. He never took into consideration that the Clarion, with less circulation, goes into more homes, has more local influence and is taken more seriously than its competitor.

That is why Audit Bureau Circulation Reports—if studied carefully—are useful in helping to determine the value of a publication and in forming a correct estimate of merchandising conditions in any city or district throughout the United States and Canada.

Take the Publisher's Statement, the A. B. C. Auditor's Report and a copy of the publication. Compare them carefully. Read every page of the reports. You will find them a revelation in intelligent space buying

—and you'll be glad to pass up obsolete Ouija Board methods.

Be sure to get your copy of "Scientific Space Selection," the new A. B. C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half.*

Audit Bureau of Circulations

202 South State Street Chicago · 347 Fifth Avenue New York

Halifax Thrives

Halifax, including Dartmouth, without the assistance of cheap power, grew from a population of 54,060 in 1911 to to a total of 70,203 in 1921, a healthy gain, a heavy gain, a gain Halifax is more than holding. For now Halifax for the first time in its history is able to offer cheap power to industries, cheap lighting to householders. The distribution of Hydro power now going forward promises the same phenomenal development that came to Ontario from the waters of Niagara.

Halifax BUYS

One infallible test of the buying ability of a market is the price people pay for their paper. The Halifax Herald sells for $9, the Evening Mail $6 a year. this year. This year, as shown by A.B.C. reports, for period ending March 31st (the latest issued) The Herald gained 1813 subscribers while its nearest competitor, selling for thirty-three-and-a-third per cent. less, lost 2213. The Mail gained 586 subscribers, whilst its nearest competitor, selling for fifty per cent. less, lost. 1930.

The people who have the money to buy these higher-priced papers have the money to buy your product if you advertise it where they'll see it—in

THE HALIFAX HERALD
THE EVENING MAIL
AND
THE SUNDAY LEADER

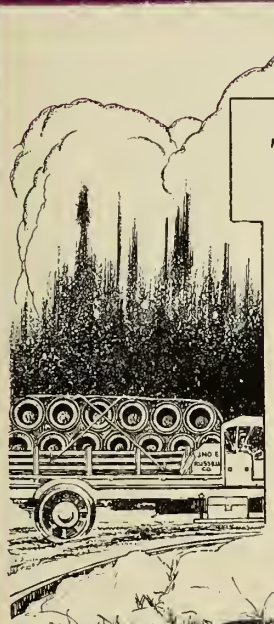
Volume XI.
Number 19

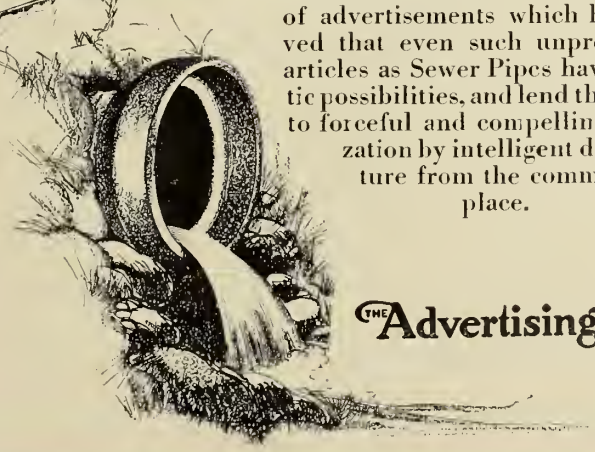
TORONTO OCTOBER 1st, 1921

20 Cents a Copy
$2.50 a Year

Marketing
and Business Management

Edited by
W.A.Lydiatt





The Part That Art Played
In Advertising Sewer Pipe

THE John E. Russell Co.Ltd. agents for the McCracken Sewer Pipe, desired a series of technical paper advertisements that would be more interesting and more 'resultful' than the conventional 'business card.'

By the use of attractive Art Work, reinforced with convincing "copy," we attained for this client a series of advertisements which have proved that even such unpretentious articles as Sewer Pipes have aesthetic possibilities, and lend themselves to forceful and compelling picturization by intelligent departure from the commonplace.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO
Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Poster advertising is the feature method of advertising of the Kitchen Overall and Shirt Co., Ltd., Brantford, Ontario.

They have used posters for some years and the advertising manager frankly admits that they procure a greater publicity at less expense than through any other method of advertising. Not only do they bring the products to the attention of the consumer but by this means of advertising give the dealer greater confidence in Kitchen Overalls and Shirts. All dealers favour advertised products.

"*Keeping everlastingly at it,*" practically all agree, is what brings success in advertising.

POSTERS provide the only medium which enables you to keep everlastingly at it within a reasonable cost.

Poster advertising is the only ***continuous*** advertising. There is no lapse between insertions. Its constant reiteration creates an irresistible selling force.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO., LIMITED	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO., LIMITED		HAMILTON
HARRY DUKER, LIMITED		VANCOUVER, B.C.

W. W. SCANE, Secretary, CHATHAM, ONT.

What Forty-Five Dealers Told Us.

Forty-five hardware merchants in thirty Ontario towns were asked "What percentage of your total trade is with farmers?"

62.11 per cent. Farm Trade

1	reported	95	per cent.	1	reported	70	per cent.
3	,,	90	,,	5	,,	60	,,
6	,,	80	,,	7	,,	50	,,
12	,,	75	,,	3	,,	40	,,
				7	averaged	30	,,

This gives a total of 35 out of 47 merchants having 50% or over of their trade coming from farmers—a mean average of 62.11% farm trade.

Farm Trade in larger places

Guelph (17,000 population) had three well established dealers reporting the percentage of their business with farmers to be 50%, 40% and 25% respectively.

In Chatham (14,000 population) one dealer reported 66% farm trade. Another stated "about half."

In St. Catharines (about 20,000 population) a dealer reported 33⅓% of his trade with farm customers.

Because more than 75% of the towns in Canada are less than 10,000 population approximately 75% of the hardware dealers are in towns of this size or less. The same with grocers and druggists.

Farmers buy high class merchandize

All classes of merchants report that farmers and their wives buy the same class of merchandise as their city brothers and sisters—silverware, aluminum cooking utensils, all kinds of toilet articles, gramaphones, household equipment, linoleums, furs, high class dress goods, etc.

It will pay to set aside a definite percentage of your advertising appropriation for farm papers.

Support these dealers

FARMERS' MAGAZINE reaches weekly 31,984 of the best class of Canadian farm homes. It is read closely by the most prominent livestock breeders, fruit farmers, poultrymen and general farmers. It's women readers find articles on household equipment, house furnishing and decorating, table recipes, fashions, needlework, child welfare, Women's Institute news, and every conceivable subject in which farm women are interested.

Write for A.B.C. Data.

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

YOUR copy may be bright, snappy and written from the feminine viewpoint. You may think it has all the necessary "feminine appeal."

But if you are seriously desirous of selling to women, your advertisement must be backed up by reading matter that claims their interest, or the force of it will be lost. They won't see it—for their search for interest will be centered elsewhere.

Unless the magazine you look to for results possesses that elusive something that pleases women, your efforts are lost.

Does it teach without preaching? Does it provide ideas that actually save time and money? Does it treat its readers as red-blooded beings who work, relax, eat, sleep, and play, and are its contents chosen accordingly? In short, is it HUMAN?

If the magazine you use does not live up to these requirements, the "livest" advertisement will die through contact with it.

EVERYWOMAN'S WORLD is HUMAN. It caters to every human need. It has, of itself, the "feminine" appeal—an appeal that has found response in more than 100,000 Canadian homes. It has kept the interest, for years, of twice as many readers as any other Canadian magazine devoted exclusively to women.

Are You Satisfied

with the amount of business you are getting out of

Victoria B.C.

It is a wealthy and responsive market.

Our Merchandising Service Department is at your service.

Let us help you.

Victoria Daily Times

EVENING

"The Home Paper"

VICTORIA, B.C.

Member A.B.C.

Eastern Canada Representatives—
E. J. Guy, Royal Bank Bldg., Toronto, Ont.
Frank Calder, 22 St. John St., Montreal.
United States Representatives—
Henry de Clerque, inc., 5 S Wabash Ave. Chicago, Ill.
Henry de Clerque, 1 W. 34th Street, New York.
W. R. Baranger Co., Post-Intelligencer Bldg., Seattle, Wash.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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Items of interest to mail advertising enthusiasts edited by the secretary of The Direct Mail Advertising Association.

Published on the First and Fifteenth of Each Month at 53 YONGE STREET, TORONTO, CANADA.

Entered in the Post Office at Toronto as second class matter.

Member Audit Bureau of Circulations.

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J. L. LOVE and WM. G. COLGATE, Associate Editors.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $2.50 a year; elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Corrected Census Figures for London

PLEASE ADDRESS COMMUNICATIONS TO THE LONDON ADVERTISER CO., LTD., NOT TO INDIVIDUALS

MEMBER AUDIT BUREAU OF CIRCULATIONS

MORNING NOON EVENING

The London Advertiser

ESTABLISHED 1863

LONDON, CANADA

October 1st, 1921.

To Advertisers and Agents
in Canada and the
United States.

Gentlemen:

The Dominion Census Bureau has issued corrected figures for London, giving this city a population of 60,685.

The original figure of 53,592, included in the first preliminary report of the 1921 census, was so obviously inaccurate that little pressure was needed by the authorities of London to secure a correction.

We trust that advertisers and agents who have filed the original figures will revise their records.

London has gained 14,385 in population since the last census; an increase of over 31 per cent. It is improbable that any other city of the size of London will show such a marked advance when the complete census figures are issued.

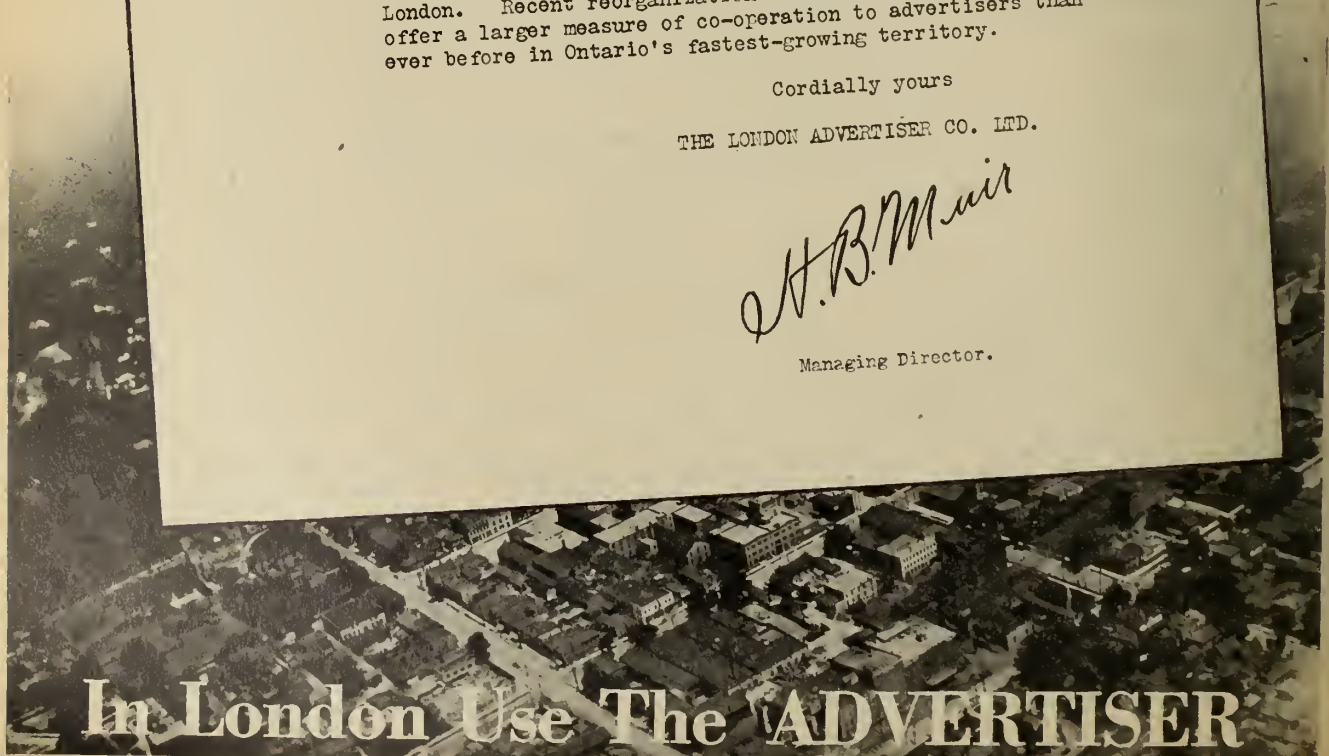
The expansion of the Advertiser in circulation and prestige has fully kept pace with the remarkable growth of London. Recent reorganization enables the Advertiser to offer a larger measure of co-operation to advertisers than ever before in Ontario's fastest-growing territory.

Cordially yours

THE LONDON ADVERTISER CO. LTD.

H. B. Muir

Managing Director.



In London Use The ADVERTISER

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Vol. XV. OCTOBER 1st, 1921 No. 19

GETTING SELLING POINTS FROM THE USER BY THE "CONTEST" METHOD

How Willys-Overland Ltd., set out to combat the "non-essential" stigma resting on the motor car industry; incidentally securing selling arguments from over 1,500 car users, many of whom owned other makes. Told to "Marketing" in an interview

By Claud Sanagan

Director of Advertising, Willys-Overland Ltd., Toronto.

OUT of the mouths of owners can be secured the finest selling arguments. To advertise "Ask the man who owns one," is one thing; but to get 1,500 owners telling the world in black and white of the advantages of owning an automobile, is something ever so else again.

How Willys-Overland Limited, Toronto, acomplished this unusnal feat is the burden of this story.

Along about the middle of April last the wondering attention of the newspaper reader in quest of choice tidbits of news was arrested by the big black headlines which aimed a heavy body blow at the interest and cupidity of the motor car owner.

Put Canada On Wheels
$5,000.00
Cash Prizes for the Best Letters on
"What My Car Means to Me"

This was the first advertisement of a series of a campaign to "put Canada on wheels," or as it may be otherwise expressed, to make motor car owners, present and prospective, realize the plain economical and social advantages to be derived from the ownership of a car. The depression had hit the motor car industry as it had affected virtually all branches of trade. Thoughlessly perhaps it had been classified as a luxury, and luxuries for the time at any rate were taboo. With this thought in mind, and believing that the time had come to stop once and for all, the loose talk that the motor car was a luxury or a non-essential, the directors of the Willys-Overland. Limited, in conference, determined on definite corrective action. Far from the motor car being a non-essential, it was felt that on the contrary, with the electric power, the telegraph and the telephone, the motor car was an important influence in the conduct of human affairs; that it had revolutionized transportation; and that its use would determine the measure of Canada's future progress and prosperity. How to make the rest of the country see this point of view was the all-important question. Finally after much discussion around the table, it was resolved somehow to secure opinions based on the actual experiences of the car owners themselves. A letter writing competition was decided upon in which substantial prize would be awarded to representative classes of the community.

This float, arranged by the Victoria, B.C., Overland dealer, won first prize in a May Day parade. It also proved a most effective tie-up with the contest copy.

No Strings To Contest

Then came the working-out of the details of the contest. In all seventy-five awards amounting to $5,000, were advertised. This sum was divided as follows: $1,000 for the best letter written by any Canadian automobile owner; $250 for the best letter from a farmer; $250 for the best letter from a doctor; $250 for the best letter from a commercial traveller; $250 for the best letter from a woman motorist; $100 each to ten others; $50 each to twenty others; and $25 each to forty others.

There were no strings to the contest. Any Canadian owner, excepting those in the automobile industry, might enter, regardless of the make of car. Subordinated to the particulars of the competition in each advertisement and yet linked up with them were specific reasons why the public should support the movement to "put Canada on wheels."

"Put Canada on Wheels," read one paragraph. This slogan symbolizes Canada's need for greater individual efficiency. It means getting Canadians to use motor cars to save time and shorten distance. It means a public movement in which all Canada will benefit, because the man-power of the nation

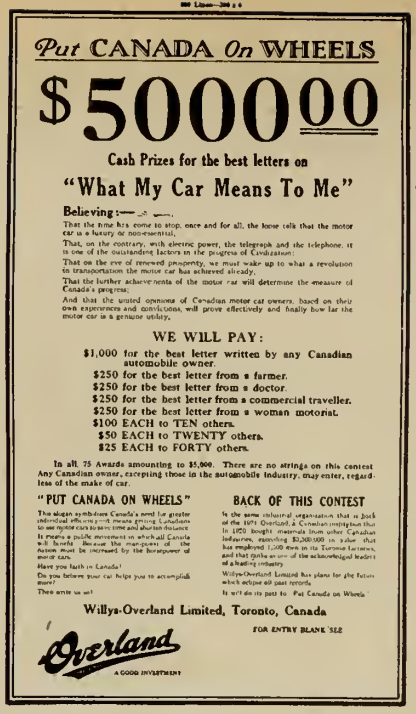
must be increased by the horsepower of motor cars.

Have you faith in Canada? Do you believe your motor car helps you to accomplish more? Then write us so!

Another paragraph put the emphasis on the all-Canadian character of the Willys-Overland organization. It told how in 1920 the Company bought materials from other Canadian industries exceeding $3,500,000 in value; how it employed 1,500 men in its Toronto factories; how it ranks as one of the acknowledged leaders of a leading industry; and how its plans for the future would eclipse all previous records.

The contest opened on April 16 and closed on June 1. Newspapers and magazines were used to carry the details of the competition, while a folder complete with a full description of the competition, conditions, etc., together with reproductions of the various advertisements of the series, and suggestions as to how these could best be utilized to the dealer's advantage were sent out to the trade. Offers of dealers' advertisements and reading notices for the local newspapers, folders, letters, and ideas for lantern slides and streamers were also included. In fact nothing that would help the dealer to bring the campaign to the notice of his customers and prospects was omitted. So quickly was the idea evolved and put into form, that the circular descriptive of the campaign, containing twelve closely filled and illustrated pages, measuring twelve inches by seventeen inches, was in the mails on its way to dealers throughout the country eight days later. Entry blanks were furnished distributors so that they could be readily procured by car owners; or if an owner lived in an out of the way place he could get a blank entry form by writing to the head office of the company. From the questions answered by the entrant it could be ascertained whether his car was new or second hand; what make it was, and when purchased. Bona-fide ownership was established by the license number given, which could easily be checked up by the government or municipal records.

General interest in the contest was shown right from the start. Between 1900 and 2000 signified through the return of the entry blanks their intention of competing. Of these 1500 actually wrote letters. A careful record was kept of all letters received. They were indexed and cross-indexed and afterwards transcribed for the judges—Sir John Willison and Dr. P. E. Doolittle, one


Put CANADA On WHEELS
$500000
Cash Prizes for the best letters on
"What My Car Means To Me"
Believing:—
That the time has come to stop, once and for all, the loose talk that the motor car is a luxury or non-essential;
That, on the contrary, with electric power, the telegraph and the telephone, it is one of the outstanding factors in the progress of Civilization;
That on the eve of renewed prosperity, we must wake up to what a revolution in transportation the motor car has achieved already;
That the further achievements of the motor car will determine the measure of Canada's progress;
And that the united opinions of Canadian motor car owners, based on their own experiences and convictions, will prove effectively and finally how far the motor car is a genuine utility.
WE WILL PAY:
$1,000 for the best letter written by any Canadian automobile owner.
$250 for the best letter from a farmer.
$250 for the best letter from a doctor.
$250 for the best letter from a commercial traveller.
$250 for the best letter from a woman motorist.
$100 EACH to TEN others.
$50 EACH to TWENTY others.
$25 EACH to FORTY others.
In all, 75 Awards amounting to $5,000. There are no strings on this contest. Any Canadian owner, excepting those in the automobile industry, may enter, regardless of the make of car.
"PUT CANADA ON WHEELS"
BACK OF THIS CONTEST
Willys-Overland Limited, Toronto, Canada
FOR ENTRY BLANK SEE
Overland
A GOOD INVESTMENT

The opening advertisement in the contest campaign, which brought in 1,500 letters.

of the first men in Toronto to own a motor car. In the case of letters written in French, the judges received a copy of the original letter as well as a translation.

It is significant of the general utility and appeal of the lower-priced car that of the total number of letters sent in 36 per cent. were written by Ford owners; 28 per cent. by Overland owners: 14 per cent. by Chevrolet owners; 7 per cent. by McLaughlin owners; and less than 5 per cent. by miscellaneous owners. Altogether 36 different make of cars were represented in the contest. Naturally the occupations of the contestants varied, but a large percentage of contributors were farmers, proving that the motor car has largely solved the problem of transportation for the countryman.

Sustaining Public Interest

Large advertisements, both newspaper and magazine, have since been sent out announcing the results of the contest. Double column "readers," containing the portraits of the judges, with their written testimony as to the practical worth of the motor car based on what they read in the contestants' letters have also been published in a number of newspapers. Everything has been done which could in any way help to sustain public interest in the campaign and its effects. While Ontario naturally enough perhaps carried off the bulk of the awards with 11 prize winners, the other Provinces did proportionately well, especially Saskatchewan which obtained twelve prizes. British Columbia, the home of the first prize winner, captured three, as did also Quebec and the Maritime Provinces respectively.

The occupations of the winning contestants are illuminating as indicating that the motor car's sphere of usefulness is probably wider than many of us imagine. Strangely enough women head the prize list with 15 wins to their credit. Farmers come next with 14; clergymen with 8, and salesmen with 7 prizes, on even terms with the retail merchants. Doctors have 6, while bank managers and bank clerks tie with 2 each. Mechanical engineers, builders, insurance agents, chauffers, hotel keepers, theatre managers, photographers, painters and school teachers each trail along with one prize apiece.

Any one who looks upon the motor car as merely a social asset would quickly revise his point of view after reading some of the letters sent in by contestants. Even the manufacturers themselves, accustomed as they have been to viewing the utility of the motor car from every angle, were astonished at the widely diversified uses to which the motor car has been put, and the ability of owners to prove repeatedly by actual incidents and figures that the motor car often paid for itself many times over in extra business it brought in, by augmenting the owner's salary, by permitting him to extend the boundaries of his field, and in almost countless other ways which would hardly ever suggest themselves, let alone come up, in the experience of any one person. The following letter written by the winner of the first prize, Mr. Frank P. Creech, a salesman of Vancouver, B.C., is a case in point:

"My car has given me *Supremacy, Happiness, Comfort* and a *Home.*

It has *lightened* my work, *doubled* my efficiency, *trebled* my income, and has paid me *golden dividends* in *health, energy, thrift* and *progress*, besides providing miles of *enjoyment* as well.

Selling is my business. Have been at it more than twenty years.

I was the early bird in the morning, and the last to roost at night. *Work.* Yes, I have taken hold with *head, heart* and *hand*, but I could never get in the "finals" until I bought my car.

For three years now I have owned one, and these three years I have *led* our entire sales force, covering the same territory with the same line. *All honor* to my car.

I was a good salesman then, but I am *three* good salesmen *now*; from "low to high" my sales have jumped; from a

"Follower" to a *leader* has been my rank; and that's not all; my car has *multiplied* my *bank account.*

Three Thousand Two Hunderd Dollars was the most I ever earned in a year before I bought my car. Within six months afterwards my earnings were Four Thousand Two Hundred and Eighty Six Dollars. By the end of the year they amounted to Nine Thousand Eight Hundred and Ninety Dollars, and have kept up ever since. Doubt me if you will. My Income Tax returns will prove these figures.

My car has unlocked the door of *Opportunity* and *Advancement* for me; it has enabled me to quit paying rent and move into a home of my own. To buy *pleasures* for myself and my family which were impossible before and to *enjoy* many of the *Good Things* of life which always accompany *success.*

Here's a bank manager's tribute, and no idle one either when you consider the usual conservative attitude of the banks toward motor cars:

As a bank manager my car means that no longer do I adroitly transfer the asset "Automobile, $2000" on my customer's statement to the Liability side! Even bank managers learn.

The story of a girl bookkeeper, who for reasons of health was forced to quit her regular work for a market garden, is summed up in the following lines:

In one season I had all our produce selling direct to the private city customer, which of course brought higher prices. Collected all bills the first of every week and so made it a cash trade. The last year in business we made a profit of between $8000 and $9000, after all expenses were paid. One third of this amount they credited to the car and my own efforts. It was quite an increase to my former salary....The outside work improved by health wonderfully.

A farmer tells of how the motor car saved him time, when time was literally worth money:

Upon figuring out the expenses, it is more economical than the horse. Recently we had a cow, valued at $1,000, take sick suddenly. I immediately made haste for the veterinary and in less than fifteen minutes the veterinary was at his (never mind the bull) side, when relief was given and $1000 preserved.

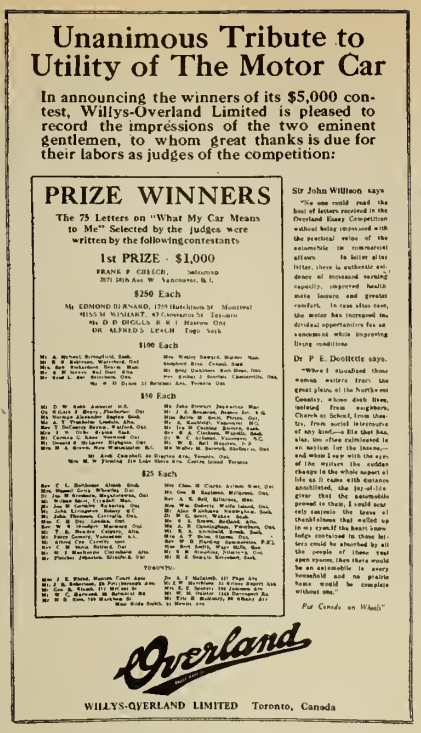
This contributor has mixed his genders somewhat; but no matter; what was wanted was not literary style but straight facts. Although it is perhaps surprising how frequently good literary style often unconscious accompanies the presentation of information which might easily be couched in a listless or dry-as-dust form.

As an example of concise, specific English what could be more vivid or engaging than this—the view of an altered condition, as focussed by the photographer?

....the car has linked up my studio with every house in the country—the "barn raising," the prize stock show, the country fair, the family reunions, etc., only mean a telephone call and the car.

Service to the big manufacturing establishments, immediate response to "hurry-up" calls has brought the business. Public functions, sporting events, conventions, demand quick action—my car provides it.

So much for the direct and logical testimony of car users. But what of the Willys-Overland Limited, since these expressions of gratitude and praise might be applied to any good make of car?


Unanimous Tribute to Utility of The Motor Car

In announcing the winners of its $5,000 contest, Willys-Overland Limited is pleased to record the impressions of the two eminent gentlemen, to whom great thanks is due for their labors as judges of the competition:

PRIZE WINNERS

The 75 Letters on "What My Car Means to Me" Selected by the Judges were written by the following contestants

1st PRIZE - $1,000

FRANK P. CHEECH,

$250 Each

Mr. EDMOND DINNARD, 1759 Hutchison St. Montreal
MISS M. McNEART, 47 Lewiston St. Toronto
via D. D. DIGGLE, R. R. 1, Hanover, Ont.
OR ALFRED S. LEACH, Togo, Sask.

$100 Each

$50 Each

$25 Each

Sir John Willison says

Dr. P. E. Doolittle says.

Put Canada on Wheels"

Overland

WILLYS-OVERLAND LIMITED Toronto, Canada

The final announcement, listing the winners of the $5000 worth of prizes

Removing the Stigma

It must be admitted at once that the move of the company was not entirely philanthropic. It was rather inspired by what one might call intelligent self-interest. "About a year ago, you will remember," said Mr. Sanagan, "the Government called the motor car a luxury, and while later they took off the luxury tax, the stigma still stuck. Bank managers, enlightened as they are, were loth to lend money or furnish accommodation to the motor car industry. There was only one thing left for us to do and that was make out a case for ourselves. Now, we figured out, that if there was one man under the sun who ought to be able to establish a good, sound, bomb-proof case for the motor car it certainly ought to be the man or woman who is using one. In other words we decided to ask the man who owns one, and the results more than matched our expectations. It's been a good thing for us, and it's been a good thing for the motor car industry in general. It has opened our eyes to lots of arguments that we might have overlooked otherwise."

"Just as an example," and Mr. Sanagan turned over some papers on his desk until he had found two or three typewritten sheets. "In April last, I find by the Government returns, the Overland car was in seventh place in the Ontario registration of new cars. In May we were in sixth place; by June we had advanced to fifth place, and in July we had moved up to fourth place. While our reduction of $200 a car on June 1 may have, and no doubt did affect the final result, much of that improvement, I feel sure, has been due to the interest aroused by the Overland advertising in the practical possibilities of the motor car; and this has reacted favorably on the dealer and on the sales of Overland cars. For it is a well-known axiom that desire seeks its satisfaction through the agency that first aroused or created that desire. And that's just where the campaign proved directly beneficial to the Overland car."

A series of newspaper advertisements measuring single column by 150 lines is now in preparation by the company who will use excerpts from the letters it has received for the most of its copy. In fact the competition throughout, both on the part of public and Overland distributors, has been extremely prolific of sound, workable and attractive selling ideas and suggestions. During the campaign dealers were encouraged to make window displays of streamers and cars and many did. One dealer in Vancouver was lucky enough to win two prizes with the same layout: One from the company for the best dressed window and another for the most fetching float in the May-day demonstration. Indeed, to the dealers' unstinted and steady co-operation the company ascribes not a little of the credit due for the success of the campaign.

* * *

J. L. Love Joins Editorial Staff Of "Marketing"

J. L. Love, who has been writing the series of interviews with Canadian concerns under the general heading of "What We Are Doing To Increase Sales," has joined the staff of MARKETING as an Associate Editor. He will continue the series of interviews indefinitely and also contribute other articles drawn from the practical experience of Canadian sales executives.

ADVERTISING RATES STILL LOWER THAN PRICES THAT HAVE SHOWN DECLINES

Comparing the percentage of increase from 1914 to date Advertising Rates make favorable showing with many advertised articles, despite declines from last year's price peaks. Inequalities of price levels between various groups of producers responsible for much disruption of business.

In response to requests from readers we have compiled a list of the articles which have appeared in MARKETING during the last two years concerning publishers' costs and advertising rates. The list is published here for the benefit of other readers who may wish to refer to the data contained in previous issues of this magazine:

"Publishing Costs Going Higher"—page 199, April, 1920.

"Postal Rates to Push Publishing Costs Still Higher"—page 234, May, 1920.

"Why Not Stop the Waste?"—page 319, June, 1920.

"When Higher Rates Are Necessary"—page 370, July 1st issue, 1920.

"Rate Changes at Regular Intervals"—page 404, July 15th issue, 1920.

"Revised Rates of Canadian Dailies"—page 461, August 15th issue, 1920.

"Advertising Costs"—page 512, September 1st issue, 1920.

"Revised Rates of Canada's Principal Magazines and Farm Papers"—page 534, September 15th issue, 1920.

"The Question of Cost"—page 20, January 1st issue, 1921.

"Can Advertising Rates Come Down?"—page 144, March issue, 1921.

"How Much Have Rates Gone Up?"—page 158, March 1st issue, 1921.

"Lower Paper Costs Will Not Bring Reductions in Advertising Rates"—page 262, April 15th issue, 1921.

"Advertisers Demanding Lower Rates; Publishers Say 'Impossible!' "—page 533, August 15th issue, 1921.

A SOAP MANUFACTURER met a publisher. Both were at the Fair—that is to say, the Canadian National Exhibition. Said the soap manufacturer to the publisher: "Your rates are far too high. I'd like to start a fall campaign; but at that price I won't buy."

Said the publisher to the soapman: "Our rates may not be low; but soap is just as high or higher, or else I lose some dough."

What he meant was that although the price of soap has declined, while advertising rates have remained stationary, the price of soap is still as high or higher in relation to 1914 prices as the average advertising rate per milline.

And he was right.

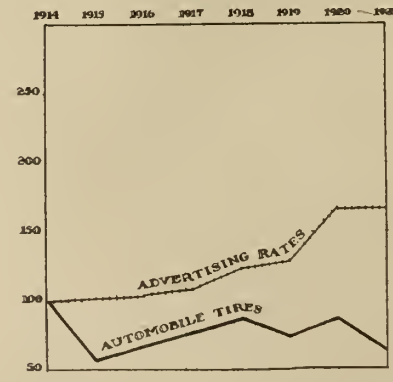
This particular publisher narrated his conversation with the soap manufacturer to MARKETING. It was not quite so brief or so poetical as the "nursery rhymed" version given above; but that was the substance of it.

The soap-maker was peeved be-

An instance of the tremendous divergence of cost of raw materials in certain industries is here graphically depicted. Advertising rates are high because newsprint stays close to the peak. Tire prices are greatly reduced because of the steady decline in the rubber market.

cause the cost of advertising was not coming down. "Everybody else is reducing prices," he complained, "and you fellows will have to do the same. Practically everything that enters into the operation of our business is down in price, except advertising. I'm not going to spend a cent until rates come down. You're holding up the volume of your own business and everybody else's. Why don't you publishers loosen up and give business a chance to recover?"

The publisher, like everybody else, had heard something about Einstein. "Listen," he retorted quietly. "Everything is relative. Our rates are rel-



The price of this particular advertised tire has been greatly affected by large increases in production and changes in the method of manufacture during the period shown, as well as by the fall in the rubber market. Percentages are based on prices in effect on August 1st of each year. The 1914 price is represented by 100.

atively higher than they were in 1914. So are yours, even though you have reduced 'em. Let's compare notes. A few weeks ago MARKETING ran an article on costs and rates, and they showed that the milline rate for all Canadian papers is now only 66 per cent. higher than it was in 1914. Soap was selling last year for what—you ought to know—somewhere about 150 per cent. higher than what it was in 1914."

"Don't talk about last year," interjected the soap manufacturer, "talk about the here and now. Our prices are away down. That's just what I'm telling you."

"And I'm coming to it. I'm telling you your prices aren't *way down.* They're down; but they're not *away down.* I'll bet money your prices and ours, compared with our 1914 prices, are just about on the same level. Yes, sir, I'll bet that yours are relatively as high, if not higher—in spite of your reductions."

Either the soap man did not know the exact figures for his product, or he did not want to give the publisher the satisfaction of proving his claim correct. At any rate, the figures were not then forthcoming.

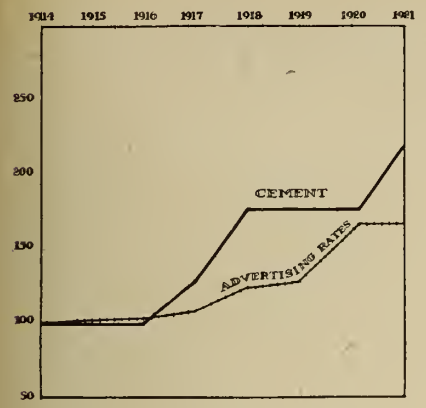
Later, MARKETING made an investigation on its own account, and discovered that the publisher was dead right about soap. A typical advertised laundry soap was investigated and it was found that the present price is 68.6% higher than the price for identically the same soap in 1914. Compared with advertising rates, which are 66.6% higher per milline than in 1914, this advertised soap still has a fall of 2% coming before it reaches the present level of newspaper rates in Canada.

The publisher would have won his bet.

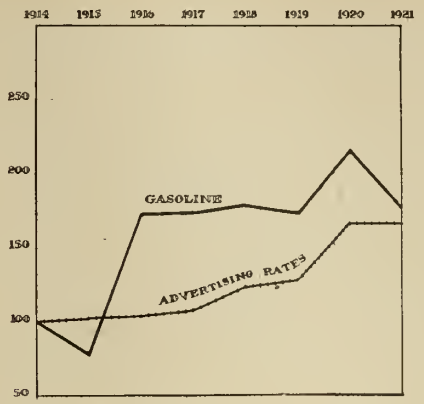
The close approximation of price levels in two such totally unrelated commodities as soap and newspaper space caused MARKETING to dig a little deeper into the price situation. The charts accompanying this article are the result.

Six other products were chosen at random. At the time they were selected the price fluctuations of each

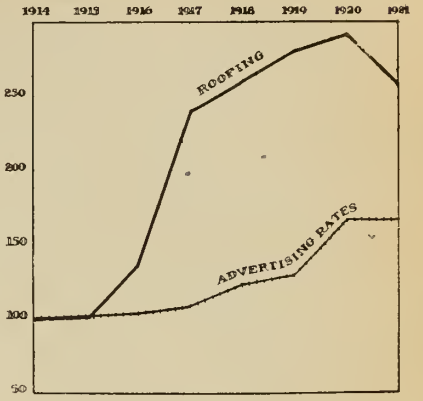
Graphs showing relative increases in the prices of various advertised commodities as compared with the rate per milline for all Canadian newspapers, from 1914 to date. Prices and rates for 1914 represented by 100.



The upper ine indicates the percentage of increase in the price per barrel of an advertised cement, calculated from prices in effect on August 1st of each year.



Here is shown the percentage of increase in price per gallon of an advertised gasoline. The percentages are based on the prices in effect on August 1st of each year.



The price of roofing has declined little from the peak. A typical advertised roofing (2-ply) has been taken as example. The chart is based on prices on August 1st

article were not known to the investigator. They were decided upon simply with a view to securing tangible evidence either for or against the publisher's contention above quoted. It is not suggested that the information plotted in these graphs constitutes a complete case in support of the existing level of newspaper rates. Any interested reader may follow up this partial investigation by taking other lines of products and working out comparisons of a similar nature for himself. It is contended, however, that the further one goes into the present price situation the more evidence seems to be forthcoming in support of publishers' claims that rates are not being maintained at an abnormally high level.

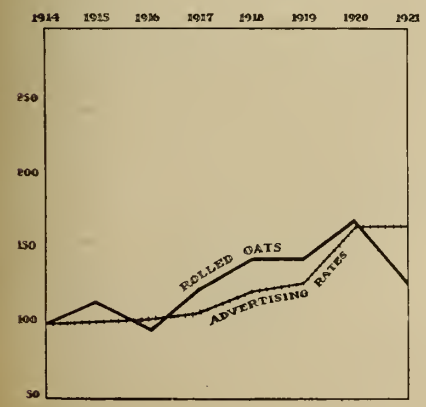
It is significant, for instance, that the index number for 271 commodities, calculated by the Dominion Department of Labor, was 73.4% higher in August of this year than in ...st 1914. In other words, the average price of these products still remains about 7% higher in relation to 1914 than newspaper rates.

It must be remembered, too, that there have been sharp declines in the ...st of raw materials entering into the majority of these 271 commodities, whereas newsprint has not dropped below the level upon which practically all existing newspaper advertising rates were based last year.

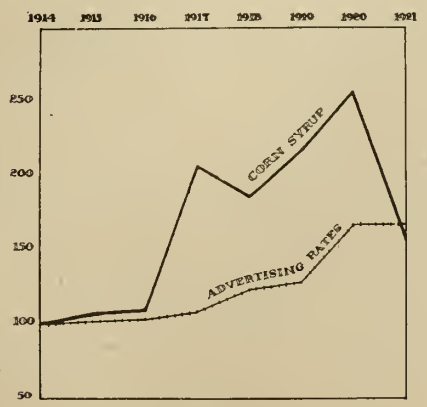
It is the wide divergence in raw material costs which accounts for most of the agitation among advertisers for reduced rates. An instance of this is graphically depicted in the supplementary chart printed here in connection with tire prices. The price of rubber has decreased 70.5% from the market quotations for August 1914, whereas newsprint in August was 150% higher than in 1914.

It is because of such gaping inequalities as this that the relations between various groups of producers have been violently disrupted. These irregularities have a much more sinister effect on business than the mere rise or fall of the general price level. A period of falling prices is not essentially a period of poor business. Many countries have enjoyed whole decades of very marked progress during years of declining prices; but when various commodities recede in price at irregular intervals and at extremely unequal velocity, then the curve of business prosperity becomes as "eccentric" as the moon's orbit, and, in the words of the Prince of Denmark, "the time is out of joint."

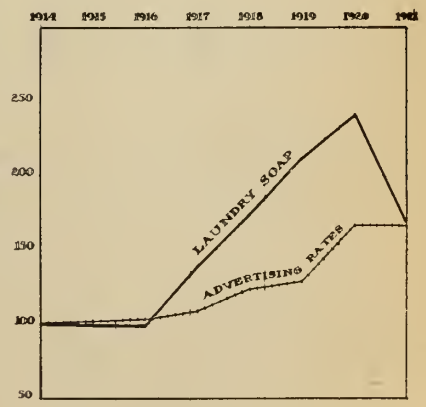
In making the accompanying comparisons MARKETING has used newsprint and newspaper advertising rates as data for comparison with other products for the reason that they are a pretty safe index of conditions throughout the publishing industry. The percentages of increase in advertising rates for the seven-year period have been calculated



Rolled Oats is one of the few products which show a marked return toward the 1914 price level, largely due to depression of the grain market. The chart is based on the prices in effect on August 1st of each year for cases of 20 packages of a typical advertised Rolled Oat product.



The percentage of increase in the price of this advertised corn syrup shows a precipitous decline from the 1920 peak. The fluctuations are calculated from the prices in effect on August 1st for cases of two dozen 2 lb. tins. The break in the sugar market caused the very marked reduction.



After reaching a peak in 1920 laundry soap has dropped in price until the percentage of increase over 1914 is only slightly higher than the present level of advertising rates. The graph is based on prices in effect on August 1st for a typical advertised soap in cases of 100 bars.

from the data contained in the annual editions of *Lydiatt's Book* from 1914 to date. The increases in the price of newsprint are based on the average price paid by the majority of Canadian newspapers, f. o. b. the mills. The price, of course, is not staple everywhere. A Prince Rupert publisher, for instance, wrote MARKETING last April that newsprint was costing him $203.00 a ton, at the mill.

To supplement these figures, however, M. J. Hutchison, manager of the Canadian National Newspapers and Periodicals Association has furnished the following record of fluctuations in the prices of book paper per 100 lbs. from 1914 to date:

Feb. 1914	$ 4.60	No. 1 S.C. Book
Feb. 1915	4.60	" " " "
Mar. 1916	4.60	" " " "
May 1916	5.75	" " " "
Aug. 1916	7.50	No. 2 Book
Sep. 1916	8.25	" " "
Dec. 1916	9.50	" " "
Jan. 1917	8.50	No. 3 Book
Jan. 1918	7.15	" " "
Jan. 1919	8.00	" " "
Jan. 1920	8.50	" " "
Mar. 1920	12.50	" " "
Feb. 1921	12.50	" " "
Apr. 1921	9.50	" " "

Mr. Hutchison, in a letter accompanying this information, makes the following comment:

"Prices on this paper, unlike newsprint, have not been uniform, even for the same grade. During the period in 1920 when there was a big demand for book papers, some of the mills took advantage of the situation to increase their prices to points beyond all reason, some publishers paying as high as 22c per pound for No. 1 S.C. Book. The prices shown on the enclosed sheet, however, are those paid by a publisher who is a fairly big buyer so that they may be taken as reasonably representative.

"We should like to call your attention to the fact that whereas in 1914 book paper was sold on the basis of net weight with a 3% cash discount for payment in 30 days and delivered free at the publisher's plant, it is now sold f.o.b. mill, net cash 30 days, gross weight in bundles or extra charge for crates, while the manufacturer insists on being allowed 5% variation in weight. The difference in terms alone makes quite a material advantage to the manufacturer on top of the higher price."

Enough has been shown to make it clear that publishers in all fields certainly have "a leg to stand on" in any discussion of the relative level of prices. While many of them, probably, have not made close comparisons between their prices and those existing in other lines, they one and all express the feeling that conditions in their own industry, without relation to others, make existing rates imperative and indeed necessary to the continuaunce of their existence.

Once publishers begin to experience a let up in production costs the first rate cut will probably benefit the reader.

Already there is evidence that such a disposition on the part of publishers is growing. Jason Rogers, proprietors of the New York *Globe*, recently stated to a representative of *Editor & Publisher* that he contemplated such a move. Mr. Rogers looks for $70 paper by some time in 1922, and remarks:

"Such a saving in paper, provided we were assured it was a positive fact, would enable us to do either one of two things, reduce our net average advertising rate about 2 cents a line or reduce the price of the paper to the reader from 3 to 2 cents the copy.

"Inasmuch as the reader has born the heavy weight of past traffic, and as the advertiser is just as much interested as the publisher in keeping the body of readers at highest efficiency, I lean toward the latter course as the first step downward."

The movement already has begun in some cities of the United States. A number of three-cent papers have reduced to two cents, and there is at least one example of a two-cent paper being reduced to a cent.

A large Canadian newspaper not long ago announced that its price per copy to the subscriber had increased 88%, whereas its advertising rate per milline had increased only 13% in the same period. If this condition is true of the majority of papers the tendency to reduce subscription rates first has considerable justification. The reduction will unquestionably make possible large circulation increases, which, in turn, will reduce the rate per milline to the advertiser.

Few advertisers, however, seem to concern themselves with the rate per milline. There is a very general disposition on the part of the buyer of space to compare cost per agate line rather than cost per milline. Many of them, finding that the cost of a page in a publication has gone up fifty or perhaps a hundred per cent., hold up their hands in horror, and no amount of evidence as to increased circulation and pulling power will convince them that they are getting a better buy at double the money.

And, speaking of movements, one is already afoot among advertisers to reduce space, and thus cover the same ground with an appropriation similar to what was considered ample in so-called normal times. A prominent member of the Association of Canadian Advertisers intimated to MARKETING very recently that such a tendency was being discussed among his associates.

* * *

TWELVE TIPS ON ADVERTISING*

TIP NO. 6.—APPEAL TO THE MASTER MOTIVES OF SAFETY, PLEASURE AND PRIDE

Advertising a wider subject than salesmanship, dealing with the mass instead of the individual. Art and literature aim at self-expression, not persuasion. Advertising, on the other hand, must move the will.

By HERBERT N. CASSON

ADVERTISING is an art of persuasion. It aims at influencing the will. If it does not push the public into action, it is not advertising at all. It is only an attempt at advertising that has come to naught.

How to influence the will power of people who are personally unknown to you—that is the purpose of advertising.

This shows why advertising is a wider subject than salesmanship. It deals with people in the mass, not with one at a time, as salesmanship does.

It deals with people who are absent and unknown—with human nature in general.

Many a man who is a clever salesman is quite a failure in writing advertisements; and many of the best advertisement writers are shy, non-aggressive men, who would be utter failures as salesmen.

Many an able editor or novelist

might be worthless as a writer of advertising. Why? Because he would write as a mere stylist. He would think of his advertisements as literature.

You can easily imagine an advertisement written by Kipling or Wells or Conrad which would attract the attention of all the literary critics, but which would be a flat failure as an advertisement. It would probably be absurd.

Many an artist, too, may be very clever and original, yet he may be altogether out of his element as a designer of advertising posters and illustrations. You have only to look on the hoardings to see plenty of posters which are very pleasing to artists, but which have no more effect upon the will-power of the public than the blowing of the wind in the trees or the blooming of the flowers in the fields.

Must Move the Will

Art and literature are not advertising. That is the fact that I wish to make clear in this article.

Art and literature do not aim to move the will. They aim at self-expression, not at persuasion.

The artist and the writer regard their work as an end in itself, whereas the advertising man regards it as a means to an end.

So, now that we have so many advertising studios and so many literary geniuses writing advertisements, we must not allow them to dominate advertising.

The danger is that art and literature pose as being superior to advertising, and we mere business men are apt to be impressed and overawed by their attitude.

The blunt fact is, that in matters of business, both art and literature are inferior to advertising. They must take second place and do as they are told.

Art and literature appeal to the specialised few, while advertising must almost always think of the many.

If an advertisement is artistic or literary, it is very likely shorn of its power. It may even be as futile as though it were written in Greek.

The purpose of an advertisement is to make people buy, not to "uplift" business into a sphere of culture in which customers are few. This is plain fact and common sense, but it is being forgotten in these days of advertising *de luxe*.

An advertisement must push the will into action. How? By appealing to certain motives that are known to be practically universal.

The art galleries are open and free. Are they packed with eager crowds? Are there long queues waiting at the doors? No. They are empty, usually. The few visitors are travellers from foreign countries, who have never visited their own art galleries at home.

The British Museum, which has art and literature both, has fewer visitors in a week, no doubt, than the Coliseum has in a day.

Consequently, in the face of these facts, we must not use art and literature to attract people. We must appeal to other motives, which are not at all necessarily lower, but which have a greater influence upon the will.

What, then, are these motives? They are few and simple, and the human race will never outgrow them.

They are all, of course, based on self-interest, and always must be, in a world of danger and quarrelling.

Probably the strongest of these motives are:

The desire for safety,
The desire for ownership,
The desire for pleasure,
The desire for pre-eminence.

(1) *Safety*—This is the oldest and strongest of the master-motives. It is the instinct of self-preservation.

The whole world is full of fear—fear of illness, fear of poverty, fear of death. This fear is universal.. It is in palaces as well as in cottages. It is in London as much as in Central Africa.

Men and women, like rabbits, are all the while on the alert against danger. They are always trying to be safe.

The Protection Motive

This motive of safety can be appealed to by insurance companies with irresistible effect. It can be used by the makers of motor cars, or rubber heels, or ventilation devices, or woollen undergarments or revolvers.

There are hundreds of commodities that promote health and safety in some way, and which can be advertised as protective.

(2) *Ownership*—This is a master motive of tremendous strength. It is older than language. A tiny baby, with no language but a cry, clutches its doll or its rattle and makes clear to everyone that "this is *mine*."

The average person is not a communist, and never will be. He wants his own piano, his own home, his own property.

This passion for ownership is not greed, as so many moralists would have us believe.

Rather, it is the creator of civilization. It is the builder of nations, as well as homes.

The man who owns nothing is a pitiful and defective creature. He lacks in personality as well as in wealth. He has no real independence.

Hence, most advertisers should hammer away on this eternal theme —Buy It For Yourself—Get One Of Your Own.

(3) *Pleasure*—This motive is universal and everlasting. It moves the artist and the docker alike. It is not as powerful a motive as fear, but it is far more active on ordinary occasions.

The pleasure of the senses—to see, to hear, to smell, to taste, to touch—these five motives are moving everybody everywhere.

All theatres and most shops can appeal to pleasure to sell their wares. It is the desire for pleasure that pushes a girl to buy either a novel or a box of chocolates.

(4) *Pre-eminence*—This motive, which we usually call pride, is stronger than most of us realize.

Almost everybody is trying to be superior in some respect. Even a wretched drunkard is proud of the place of his birth.

This desire for superiority can be gratified by the possession of superior things. People will spend money more freely for swank than they will for use—that is one of the oddities of human nature.

So, if your goods are of high quality, put the price high and appeal to the instinct of pre-eminence. Price doesn't matter when people buy for pride.

* * *

E. J. Archibald, editorial writer for the Montreal *Star*, has been made managing editor of that paper in succession to C. F. Crandall, who has taken charge of the Vancouver *World*.

* * *

The Cleveland Metal Products Co., Cleveland, Ohio, manufacturers of Perfection Oil Heaters and Aladdin Cooking utensils, will make up lists during October. H. K. McCann Co., New York, will place the business.

* * *

Williams & Cunnyngham, Chicago, will shortly be making yearly contracts for the Western Clock Co., La Salle, Ill., using magazines and farm papers.

* * *

The Canadian government has decided to open a trade commissioner's office in New York City. Frederick Buds, at present acting director Dominion Bureau of Information, New York, has been appointed to the post.

PUTTING SELLING PUNCH IN TRADE PAPERS

Some of the business journal advertising is graduating from the status of the "glorified business card." Examples of recent trade paper copy which is designed to really interest dealers and professional men. Canadian trade publications deserve more consideration from the copy standpoint.

BACK in the dark ages of advertising, before the modern fetish of "consumer demand" exercised its potent influence upon manufacturers and became responsible for orgies of space-buying, the trade journals were chief carriers of display copy.

Such copy as appeared, however, filled the same function as a sign over a firm's door on a business street. It rarely contained anything but the firm's name, address and style of business. The sole reason for advertising of that sort was to become known and stay known in the trade. The dealer was the manufacturer's customer. The public had nothing to do with the transaction—why then advertise to the public?

Like most human reactions, once the swing toward consumer advertising got under way it kept on swinging, and among the larger advertisers who embraced it the dealer's importance receded until it was practically out of sight.

In the meantime the trade journals were managing to publish with a modest volume of advertising derived from firms not big enough to enter into big contracts for national campaigns. Gradually their editorial contents showed very marked improvement, and instead of being looked upon as parasites of business, subsidized with "business cards" in order to secure free puffery, they began to establish the reputation of being useful vehicles of information and news within the trade, and hence good media of communication between manufacturer and dealer. Many national advertisers returned to these "cradle" publications which had rocked them into growing strength and prosperity in the early days when "consumer advertising" was scarcely heard of, and the trade and technical journals of Canada became the force they are today.

It is perhaps safe to venture the statement that a very large majority of today's national advertisers got their first ideas of advertising from trade journal solicitors. And many of them, through the prestige gained among dealers by trade journal advertising, were enabled to expand and go out and sell their products to the public in consumer publications.

It is not strange that these firms should stick with the trade journals. What is strange is that so many of them should allow such vapid copy to appear over their signatures in the trade press, after spending a great deal of time, effort and money to make their consumer campaigns beautiful, interesting and effective.

Far too much of the advertising still appearing in Canadian trade papers has all the ear-marks of the old fashioned "business card". Occasionally one finds an ornate border, a paragraph or two of so-called "selling talk", and perhaps a cut of the product or package; but these perfunctory adjuncts deceive no one but the firm who pays the bills. They are nothing but glorified "cards".

Dealers Are Human

Least of all is the dealer or professional man deceived by them. Dealers, after all, are something more than vertebrate mammals; they are human, they are the public in miniature. They are influenced by good copy, good art-work and good engravings—in short, by good advertising-in no lesser degree than the great mass of consumers. It is possible to make every sort of appeal to them concerning your product that can be made to the consumer, plus one more—you can show them that they will make money out of selling your product, whereas the best you can do with the customer is to convince him that he will save money by buying it.

TINKER TOM'S TALKS
Tinker Tom Talk No. 322—July 23rd
A little series on prominent users.
McCLARY MANUFACTURING CO., London
If the business built by a man is only his "lengthened shadow" then the venerable John McClary must be a giant. His business extends from Coast to Coast and from the invisible border line to the Arctic confines, and wherever you see the name McClary you find a good reliable product, worth the price asked.
We extend our sympathy to those who have to keep up for the next fifty years the pace set by John McClary for the past fifty.
If using good Galvanized Sheets will help any, you can bet on them
TINKER TOM
DOMINION SHEET METAL CO. LTD
PREMIER
HAMILTON, CANADA

The last appeal has been greatly overworked in dealer copy, and has largely been made to stand alone, stripped of the concomitants of human interest and appeal to the senses. Dealers are human. They will push the lines which they find interesting to sell, lines possessing a certain dignity which adds tone to their stores, or lines which appeal to their senses and thus give them pleasure to handle and display.

Trade journal copy too rarely is written with a visualization of the man whi is going to read it. Happily, there are exceptions, and it is a pleasure to point to the very meagre minority of campaigns now running in the Canadian trade press which show signs of careful preparation and intelligent realization of the ends such copy must serve.

Take the case of "Tinker Tom", for instance. He has been in existence now for more than six years and during that time has lent interest and life to a product which otherwise might have been very "Stale, flat and"—well, perhaps not "unprofitable."

"Tinker Tom" represents the Dominion Sheet Metal Corporation Limited, of Hamilton. He sells "Premier" galvanized metal sheets. His talks are directed to manufacturers, jobbers and dealers alike. On making his debut in *Hardware and Metal* on May 22nd, 1915, "Tinker Tom" said: "I know Sheet Metal from the ground up. I have made it—galvanized it—worked it up—sold it. I am going to tell you in this space how good Sheet Metal ought to be made and sold. You'll find it interesting."

And a lot of people *have* found it interesting. "Tinker Tom" has received letters from presidents of well-known organizations and right down through the ranks of jobbers, dealers and salesmen to an occasional office-boy.

To go back through "Tinker Tom's" talks would be to trace the flow of business history for the past few years. When sheet metal was hard to get during the war "Tinker

Tom" explained to dealers how best he could make deliveries. If the railroads were tied up he said so and advised ordering well in advance of needs. When the farmer was getting top prices he was on the job showing the dealer how galvanized sheets could be used advantageously on the farm. He celebrated Canadian victories at Vimy, and sold a few Victory Bonds besides.

"Tinker Tom's" talks are now running into the three hundreds. The example reproduced here is numbered 322. The campaign is handled by the Hamilton Advertisers' Agency Ltd., and is confined to a few trade publications, *Hardware and Metal* and *Sanitary Engineer* heading the list.

A Mixed Blessing

Trade characters, of course, are by no means an unmixed blessing. They are not easy to evolve, and once established there is the danger that they will become so interesting as to overshadow the product, or perhaps go to the other extreme and become dull and prosy. Historic examples of striking success and failure can easily be called to mind. The calamitous ineffectiveness of "Sunny Jim" is an object lesson for manufacturers on the one hand; while the apparent success of the colored chef in Cream of Wheat copy, to mention only one current example, has swung sentiment in an opposite direction and given rise to a perennial demand for snappy trade figures.

Among those which regularly appear in the trade and technical press of Canada perhaps the most inobtrusive and yet effective character is the Engineer who for three years has given human interest and attention value to the campaign for Imperial Canadian-Made Asphalt, prepared by the H. K. McCann agency for Imperial Oil Limited.

"The Road Engineer" made his bow on March 21st, 1918, on the cover of *Canadian Engineer*, and a great deal of ingenuity has been exercised in making him an integral part of many excellent reproductions of actual road engineering jobs handled with Imperial Asphalt. From the first he has been a photographed character, his clothes and appearance changing with the seasons. At times he has been used, as in the example accompanying this article, as a pointing device, his pencil carrying the eye up or down to a cut, or giving additional emphasis to a paragraph of type. At times he has been photographed bending over a defect in a piece of roadway; at other times he has been cleverly stripped in to a picture of a piece of road, adding a touch of life to the bare foreground, and giving an air of unusual authenticity to the text by creating the impression that he has actually inspected the work illustrated before writing the copy.

Ingenious Posing

The posing has been especially ingenious throughout the series. Considering that he has been photographed separately from the main illustration in the majority of cases, the effects obtained have often been remarkable, being achieved with scarcely less art than the artful "double exposure" stunts so cleverly effected in moving pictures. However superimposed on the illustration his eye or the direction of his turned head or his outstretched arm invariably point the reader's glance in the direction desired.

At first he talked in pretty technichal terms and illustrated what he said with cross-sections of various kinds of road surfaces; but as time went on he became more of a tourist, carrying the reader along with him to widely separated parts of the country where asphalt road construc-

tion was in progress or had just been completed, emphasizing in the language of his profession the benefits and advantages obtained.

So many advertising agencies are prone to disparage the efficacy of trade paper advertising—possibly because commissions are negligible on such inexpensive space—that it is encouraging to find a few who really take trade and technical paper copy seriously, and endeavor to put into it as much thought and keen visualization of the reader as is commonly expended in the preparation of a consumer campaign running into many thousands of dollars.

The Imperial Asphalt "Engineer" is a case in point. He appears regularly in the *Canadian Engineer, Contract Record, Canadian Municipal Journal, Municipal World* and the *Journal of the Engineering Institute of Canada.*, and it is certain that the readers of these publications find his talks, written in their own language and concerned with the problems they are up against every day, as interesting as the contents of the magazines in which they appear.

Another series of advertisements which have more recently graduated from the glorified "business card" type into the class of real campaigns is the trade paper copy of John E. Russell Co. Ltd., general sales agent for McCracken Sewer Pipe.

Sewer pipe is not a beautiful thing. It is a thing which until now has not been discussed without a certain feeling of repugnance; but advertising is doing for it what has been achieved in the cases of many other products which until recently were rarely talked about except in private and in whispers.

A writer in one of the United States trade papers recently made the claim that advertising is doing a great deal toward eradicating the

prudery of the American people. He instances the copy appearing in consumer publications for such products as Nujol, Odorono, Saniflush, and a dozen others. The campaign for Eddy's Onliwon Toilet Paper Holder which made its appearance a few weeks ago is a Canadian example of the same sort.

The McCracken Sewer Pipe copy which commenced a few months back, is a further instance. Although mainly confined to trade papers the list includes one consumer publication, and the copy aims at making sewer pipe not only "mentionable" but interesting, and imparting to it an air of permanence which can hardly be disassociated from dignity. The example of this copy reproduced here will indicate the success already achieved in bringing about such a devoutly wished consummation.

Another pipe campaign is well worthy of attention in the same regard. It is prepared by the H. K. McCann Co. Ltd., for a group of manufacturers represented by the Vitrified Clay Pipe Publicity Bureau, Toronto, and appears in the *Contract Record*, *Canadian Engineer*, and the *Journal of the Engineering Institute*. For some time after its commencement in April, 1919, the copy was illustrated with somewhat irrelevant line drawings and carried "freak" or "catchy" headlines; but by the summer of that year the present type of copy was evolved, illustrated with photographs and telling the solid, simple story of vitrificd clay pipe construction.

A series of six advertisements, one of which is reproduced here, deviating slightly from the usual type, appeared during the first three months of this year and created more than usual interest and comment. These were headed "Permanence, Strength, Service, Sanitation, Protection, Safetv." The copy headcd "Service" opened with the following paragraph:

"Over 2,000 years ago, a Roman Emperor built a number of Vitrified Clay sewers to drain the swamps between the hills of Rome. One of these sewers, the "Cloaca Maxima" or Great Sewer, is still in service."

Greek temples, cathedrals and battleships were also used as illustrations to emblematize the strength and permanence of the product.

But the majority of the advertisements have been laid out in much the same style as the Imperial Asphalt copy noted above, showing photographic examples of Vitrified Clay Pipe being laid in various kinds of soil, under the severest conditions, and at any depth. The same news interest is achieved by the selection of timely illustrations around which the arguments for the product can be strung.

The two or three campaigns referred to here are not the only ones now running in Canadian trade papers which deserve favorable comment; but, unfortunately, they are among the best of a very few that attract the eye in running over the pages of the trade press.

The dealer and technical publications of this country deserve more consideration from their advertisers than most of them get. The best of them are quite equal to any trade papers published anywhere on this continent, and in the main they exert an influence upon the various lines of trade they serve in Canada that compares favorably, when population and volume of business are taken into consideration, with those of the United States, where the trade press has developed amazingly in the last few years.

* * *

WHAT WE ARE DOING TO INCREASE SALES

How Stanley & Aylward embarked into the manufacturing business after twelve years as wholesale jewellers. Novel method of marketing four distinct patterns of Canadian-made plate. Told to "Marketing's" staff writer, J. L. Love.

By F. J. Aylward

IT is seldom that a firm which has been plugging along comfortably as wholesale jewellers for twelve years, doing a business that was satisfactory but which showed little prospect of growth, suddenly blossoms into manufacturers of silver plate, offering a range of over five hundred distinct pieces, all of which are "Made in Canada.'

This has been the achievement of Stanley and Aylward, Toronto, whose Norman Plate has marked a new record in Canadian craftsmanship.

The success that has attended this departure from the well-worn ruts of a twelve year old business is due entirely to a close and intelligent study of the firm's particular market, and to the methods of salesmanship plains why an entirely new business adopted. This intensive survey exwas enabled to find a prominent place on the map in record time from the date of commencing active operations. Long before the electro-plating plant got into action, the plans for conducting a large business had been matured. All that was necessary when the hour struck was an abounding faith that the Canadian people would respond, despite all positive assertions that Jack Canuck and his wife had drawn their purse strings and tied them into something better than the Gordian knot.

Courage Rewarded

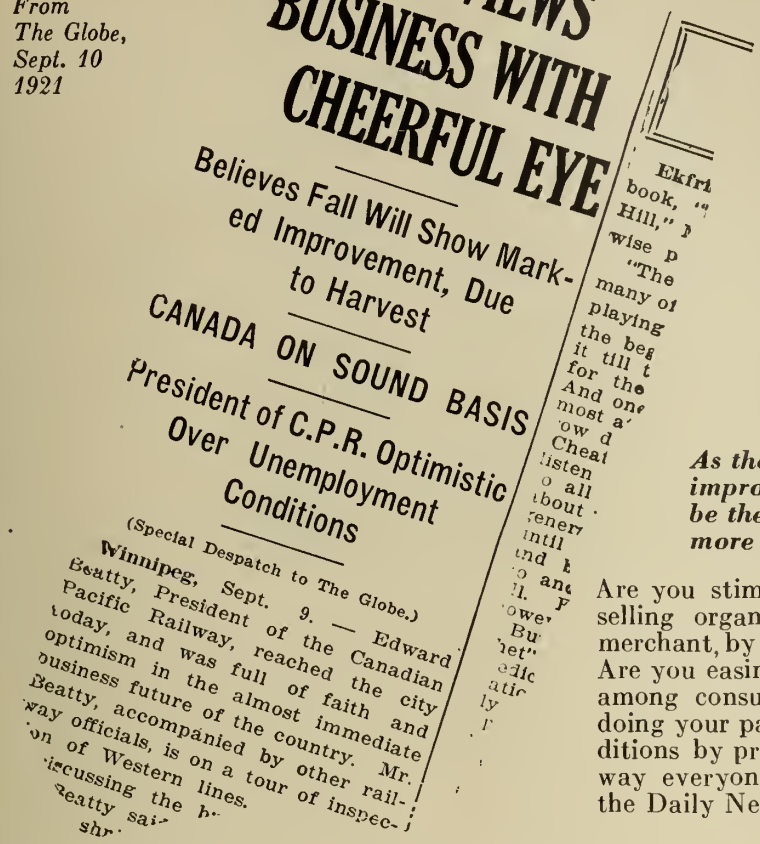
In face of the widely-announced "buyers' strike," faith and enterprise were not wanting. Stanley and Aylward launched their new line, and the venture met with that success which generally rewards informed and intelligent courage.

When asked to explain the confidence that had led his firm to embark on what were largely unknown seas at a time when each day was registering still lower depths in the slough of commercial depression, Mr. F. J. Aylward replied:

"Many factors not obviously on the surface encouraged us. It was true that Canadians, in common with all other peoples all over the world, were not 'buying', but it was equally true that they were saving money. Bank returns showed this. The money was in the country. The problem was, how to get the people to spend it.

"For some years we had been experimenting quietly with high-grade domestic plate. We were satisfied

From The Globe, Sept. 10 1921



BEATTY VIEWS BUSINESS WITH CHEERFUL EYE

Believes Fall Will Show Marked Improvement, Due to Harvest

CANADA ON SOUND BASIS

President of C.P.R. Optimistic Over Unemployment Conditions

(Special Despatch to The Globe.)

Winnipeg, Sept. 9. — Edward Beatty, President of the Canadian Pacific Railway, reached the city today, and was full of faith and optimism in the almost immediate business future of the country. Mr. Beatty, accompanied by other railway officials, is on a tour of inspection of Western lines.

Discussing the h... Beatty sai... sho...

Ekfri... book, "... Hill," ... wise p... "The ... many o... playing ... the beg... it till t... for the ... And one ... most a... ow d... Cheat ... listen ... o all ... about ... ener... intil ... nd ... o an... ll. ... owe... Bu... het... edic... atic... ly ...

THE PRESIDENT of the world's greatest transportation system is "full of faith and optimism in the almost immediate business future of the country."

President Beatty's statements are not an expression of his personal feelings only. Doubtless they are based upon information obtained from railway officials wherever the C.P.R. runs, and in touch with all lines of trade.

As the succeding weeks each usher in an improved business condition, what will be the condition of your business to get more business?

Are you stimulating your sales, as well as your selling organization, right down to the retail merchant, by using Daily Newspaper Advertising? Are you easing your way by creating a demand among consumers for your product? Are you doing your part to promote better business conditions by promoting your own business in the way everyone can see—through the columns of the Daily Newspapers.

Daily Newspaper Advertising convinces the ultimate consumer. It influences the retail dealer, too. Emphatically it is the most useful form of advertising—and the the most economical. It reaches everybody who is worth while as a customer or consumer. It is read everywhere, every day. It shares the welcome and confidence which the reader accords to his favorite newspaper.

Many advertisers commence their advertising in the Toronto and Ontario market; many others concentrate on this market all the time. It is the most productive market in all Canada and the easiest to cover with advertising and salesmen. It has the population and the well-distributed wealth. The Globe is its Dominant Newspaper. Advertising in The Globe costs less today because of a reduction in rate, and constant increases in circulation.

Circulation in excess of 100,000 daily—the largest circulation ever *gained* by a morning paper in Canada—nearly three times that of any other morning paper which does not secure its "subscribers" by giving premiums or purchasing subscriptions *en bloc*.

The Globe

TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

that an all-Canadian article could be turned out in Toronto capable of competing not only with anything already on the market but of excelling it both in quality and variety of design. It appeared to us to be almost entirely a problem in salesmanship

"So, whilst we were perfecting our product, we were also planning our sales policy. A careful canvass of the trade convinced us that Canada possesses a growingly cultured class of people to whom our proposed line would appeal with peculiar force. We felt that with a par-excellent line of goods backed with a carefully planned sales policy, we had something that would 'take,' no matter what the general trade depression might be.

"The logical avenue to reach our public was the jeweler, and one of the first rules we laid down was that we would sell only to him. Departmental and hardware stores do not carry Norman Plate."

"Does that not unnecessarily restrict your market?" Mr. Aylward was asked.

"By no means," was the confident reply. "Ultimately it will increase our sales. Our product is pre-eminently in the gift class. By far the larger proportion of wedding gifts is purchased from jewelers. This is due not only to the fact that such goods are in every way appropriate, but also because jewelers seldom, if ever, have clearance sales to get rid of old stock that has accumulated. Nothing causes more chagrin to donor and recipient alike than to find a gift costing, say $50.00, 'marked down' to $23 at an end of the season sale. This happens frequently in stores that feature bargain sales, and in the smaller places the practice frequently leads to embarrassment. Once a customer has had such an experience she harbors resentment against the line of goods concerned and she invariably refrains from buying more. By confining our sales to jewelers we avoid this danger of losing customers for our products."

This tasteful exhibit of Norman Plate at the Canadian National Exhibition was specially designed by Stanley and Aylward, Ltd. It attracted a great deal of attention, and had its effect on the jewellers.

"We go further than that," continued Mr. Aylward. "Not only do we sell exclusively to jewelers, but we confine our sales to one jeweler in a town or district. The five hundred pieces or so we make are classified into four distinct types of patterns, each forming a complete set or family, and we confine our sales in each to one customer in his town."

"Does that plan not lead to a certain amount of professional jealousy amongst the dealers?" asked the interviewer.

"No, and for this reason. Our twelve years' experience as wholesale jewelers led us to an interesting discovery that was of great importance when the time came to formulate our sales policy. We found that jewelers have their distinctive clientele in a much more pronounced degree than almost any other class of store. This fact is curiously emphasized in the case of wedding gifts. People change their grocer, butcher, bootmaker and baker frequently on any whim or none at all, but they generally patronize the same jeweler for a lifetime. For some reason that we have never been able to fathom, the big proportion—probably seventy-five per-cent.—of the members of a particular church will patronize a certain jeweler for wedding gifts on the occasion of a marriage in that church. A like proportion, or more, belonging to another church, in the same town will make their purchases of bridal presents at another store. Our scheme enables us to take advantage to the full of this curious fact. If there are four jewelers in a town, each may be selling our Norman Plate, each having a distinct pattern.

"Our method has this additional advantage, that a bride, without any collusion on the part of her friends, frequently finds herself in possession of an almost complete set of our ware. If there should happen to be duplicates, an exchange for some other article of the same pattern is easily effected. Possession of an incomplete set leads her from time to time to add to it, which is exactly what we and the jeweler desire."

"We attribute our success," summed up the speaker, "to the fact that we turn out an article entirely

Wrigley Finds Bad Times Are Good Times To Sell

WILLIAM WRIGLEY, Jr. in a recent statement, supports the policy of plunging into aggressive sales tactics during so-called bad times, as Stanley & Aylward have done in the manner described in this article. He says:

"There is no disputing the difficulties any selling initiative has to overcome in dull times. People have less money then, and, what is worse (and more nearly the heart of the trouble), they are out of the humor for buying; instead of spending more than they ought, as many of them always do in flush times, they tend to spend less. And that means an added resistance for the salesman or the advertisement to beat down. There is no question about the extra difficulties. But not only this once, but repeatedly, we have found the selling advantages peculiar to such periods great enough to offset the difficulties, and a good deal besides. So impressed have we been with this fact that on several occasions when we have been entirely free to choose between good times and bad for a new selling initiative, we have taken the latter."

The *Alert* Shopper Stimulates Demand

IN every community there are people who are keen to know what is new. They are the *mentally alert* few who are anxious to know what people are wearing, reading or talking about outside their own circle.

They are the people who search out and introduce in their home towns the incoming fashions in dress, the latest ideas in house furnishings, the newest recipes for salads and desserts, the most recent books and songs—in short, their habits are formed and their conversation moulded by the national viewpoint on almost every question.

The publications of their own community do not satisfy this craving for the outside—the national—point of view. Such papers, quite properly, treat very largely of local concerns. The cultural element in them is necessarily limited.

The magazines, on the contrary, are concerned with the cultural developments within the nation. It is their province to treat of the innovations which are capturing popular fancy and of matters which appeal to intelligent people everywhere. And, naturally enough, the *alert* people turn to the magazines in order to "keep posted."

Such an attitude of mind is the utmost an advertiser could wish for in the readers of the media where his copy appears. Through magazines he reaches the *alert* group of people in every community, and he reaches them when they are in a mood to study and compare and adapt fresh ideas and habits, which are later recommended to their friends.

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

Woman's Century
TORONTO

World Wide
MONTREAL

BUILD *National* PRESTIGE WITH MAGAZINES

All these Magazines are members of the Canadian National Newspapers and Periodicals Association, 70 Lombard Street, Toronto. Data gladly furnished.

"Made in Canada", as perfectly finished as sterling ware, and marketed according to the best methods as revealed by a close study of the trade during twelve years intimate contact. We felt that now was the opportune time to break new ground with a new venture rather than wait for the other fellow to show some enterprise. We started knowing conditions to be at their worst, and if we can make good in these flinty hard times, we cannot fail when the pendulum swings back again."

"Our exhibit at the Toronto Exhibition this year was our first and it was entirely satisfactory," asserted Mr. Aylward, "and we will certainly avail ourselves of it next year. We consider the exhibition an excellent medium for introducing ourselves to the public, and we are receiving many inquiries from jewelers all over the country whose customers saw the display and have been asking for Norman Plate".

So far the firm's advertising has been confined to the trade and has largely taken the form of dealer helps. An attractively designed illustrated 8-pp folder entitled "Gift Suggestions", a separate folder for each of the four designs, is supplied in lots of 100 with each $100 order. The folders carry the dealer's imprint and extra copies are supplied at 2 cents each. A second set of folders is in the press, each dealing with one of the four patterns — "Berkshire," "Beaumont," "Berkley" and "Bedford". This second folder is designed to give the jeweler what in less exalted circles would be termed "patter". Many jewelers are artists and connoisseurs first and salesmen second. Their instinct is to buy what appeals to their sense of beauty, and quite frequently the thrill of a successful sale is lost in the pang of regret at losing a work of art from stock. A line of talk that appeals to the cultured side of their nature and at the same time does the selling, appears in the new folders. It is the outcome of a little psychological study on the part of Stanley and Aylward which has stood them in good stead in their selling campaign. The fruit of this study is seen in their choice of the name "Norman" for their plate. It instantly suggests the culture which William the Conqueror introduced into England in 1066. Following up this idea, the "Beaumont" folder, for example, gives a brief resume of the part played by that doughty and cultured Norman, Roger de Beaumont, who arrived in England in advance of his royal relative, and whose family for many centuries played an important part in English history; one of his descendants being largely responsible for the founding of the National Gallery. These few facts give the salesmen an opening for an unusual and interesting line of talk calculated to appeal to the cultured clientele for whom Norman Plate is primarily intended.

* * *

KIRKWOOD'S LETTER FROM LONDON

The *Daily Mail* guarantees fair value of goods advertised in its columns. British dislike of American advertising. Some interesting Canadians in London. Agencies rebating commissions.

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

IN my *Daily Mail* of this morning is an announcement by the proprietors of that newspaper and of associated newspapers to the effect that it will guarantee its advertisers. The guarantee is thus expressed:

> No trade advertisement of any article of clothing, sports requisite, or article of household or general utility is inserted in this newspaper unless the Proprietors are satisfied that the goods are genuine and fair value for the price at which they are offered.
>
> Should any reader be dissatisfied with goods purchased as the result of advertisements in this paper, *The Daily Mail* will promptly refund the whole of the money paid for them, if it is shown upon investigation that such goods were not truthfully described in the advertisement and do not represent fair value for the money paid for them.
>
> This guarantee does not apply to second-hand articles offered for sale.
>
> Articles complained of must be sent to the adadress below within three days of their purchase and not later than thirty days after the appearance of the advertisement in this paper. The cause of dissatisfaction must be stated and a receipted bill, showing date of purchase and price paid, enclosed.
>
> All advertisements in this paper offering goods other than those specified above, or personal service of any kind, are vigilantly scrutinized before acceptance. In all cases of misrepresentation the reader is asked to write and inform us. All complaints will be investigated.
>
> The above guarantee applies also to Advertisements appearing in the ondon *Evening News* and *The Weekly Dispatch.*

The guaranteeing of advertisers and advertisements in Great Britain is no new thing; at the same time very, very few publishers in this country will give the protection to their readers which the *Daily Mail* offers its readers.

Much British advertising is regarded with distrust by the British housewife. Perhaps she has been "stung", with no redress. But whatever the reason may be, the fact is that advertising is not trusted in Great Britain as it is in the United States and Canada. For this reason, advertising is less resultful than it could and would be if readers of advertising felt able to repose implicit confidence in every advertiser's announcements. Even the great department stores do not always tell the precise truth. They will describe goods of service in terms of exuberance or perfection, and when one puts them to the test, they are found to be idealistic rather than actual.

Some of us think that American advertising reaches the summits of achievement, in display, illustration, diction and excellence of copy. Yet one meets everywhere in this country those who regard the American advertising as being vulgar, slangy, and extravagant.

"We want no American advertising over here," is what they say. I challenge those with whom I speak to find me the horrible examples of which they complain; but my challenge is not accepted.

It is true, of course, that some American advertisers do use copy which is pure slang; and that are direct and bold in ways un-British: Yet they are rare.

The British dislike of Americans and Americanisms is profound. I find myself being reproved for what is termed my Americanism. I used the word "vacation" for "holidays", and the word "vacation" was cen-

Advance Ottawa

FIGURES for the recent Dominion census will not be available for some time, but *Might's Directory*, just published, places the total population of the City of Ottawa at 143,402—an increase of 8,268 over the last figures from the same source.

Contemporary with this continuous growth, the circulation of

THE OTTAWA JOURNAL

the dominant Home Paper in the Capital, continu s on the up-grade.

Average Net Paid Circulation for 12 months ending August 31, 1921 - - - - **26,639**

Average Net Paid Circulation for the first Eight months of 1921 - 27,298

In Ottawa there is never serious depression in trade. The large body of Government employees with their regular year-round wages, unaffected by trade disputes, exerts remarkable stabilizing influence on local business.

THE OTTAWA JOURNAL is the paper that 'goes home' in the Capital. Make generous use of its pages in your Fall and Winter campaigns.

Call on our Promotion and Service Department to get in closest touch with local conditions, to secure the utmost co-operation from retailers, and to furnish any statistics, tariff rates, custom dues or freight rates you may have difficulty in obtaining at your end. ***This Department exists to make each of your advertising dollars 100% efficient.***

In Ottawa—THE 'JOURNAL' FIRST—always.

The OTTAWA JOURNAL DAILIES

The Ottawa Morning Journal ***The Ottawa Evening Journal***

(Members A.B.C.)

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East **MONTREAL**—J. B. Rathbone, Manager, 317 Transportation Bldg
LONDON, ENG.—Robert Houston, Effingham House, 1 Arundel St. Strand, W.C. 2

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. **CHICAGO**—1036 Peoples Gas Bldg. **BOSTON**—Old South Bldg.

sored. If I say "by mail," my wording has to be corrected to read "by post".

If one cites American advertising history, then one makes a tactical error. America and Americans are different, one is informed; and, also, the reference to America is offensive.

If I say I am a Canadian, which I do for self-protection, then I am on safe ground. I was quoting the history of an American co-operative advertising campaign to a British manufacturer; and he said,"Can't you illustrate your point by references to what was acomplished in Canada?" He and I, it may be explained, were preparing a campaign for submission to a group of manufacturers. and he felt that references to what was done in the United States would be distasteful to his fellow manufacturers.

Some of us thing that the *Saturday Evening Post* should be thoroughly well known to every space-buyer in Great Britain. The fact is that the majority of British manufacturers and advertisers have never heard of this periodical. This means that the *Ladies Home Journal* is equally unknown.

Incidentally, the price of the *Saturday Evening Post* in this country is one shilling per copy—about five times its per copy price in this in the country of publication. The inference is that the publishers wish to kill off the British demand. The *Ladies Home Journal* and the *American Magazine* sell for two shillings per copy; the *Pictorial Review* for 1s.6d. per copy. Recently the *Pictorial Review* had whole page announcements in London dailies, featuring its paper patterns. The is that the British market is interesting to the *Pictorial Review*.

Canadians in London

It may interest some of my readers to learn of some Canadians in London. I have met recently John H. McLelland, once with the Gagnier agency, and later with the Poster Advertising Agency of Toronto; A. L. McCredie, formerly editor of *The Canadian Countryman*, now in London connected with his flax-growing interests; Frederick E. Robson, formerly a manufacturers' agent in Toronto, now connected with the Carlton Studios; P. O'Donovan, formerly of Toronto *Saturday Night*. now with the Anglo-Persian Oil Company; G. E. W. Crowe, formerly of Toronto, now representing in this country some Renfrew firms making electrical household utilities and the Barnet Refrigerator and Kitchen Cabinet; R. B. Stewart, representing Beatty Bros. of Fergus, selling in this country the Beatty Washing machine.

One of my recent callers was W. R. Davies, publisher of *The Renfrew Mercury*, to whom a complimentary luncheon was given by the Press Association of Great Britain, Mr. Davies being at the head of the Weekly Section of the Canadian Press Association.

Another caller was Peter Bain, formerly editor of the technical papers published by the MacLean Publishing Co. of Toronto; and now the Vice-President and Managing Editor of the New York Company publishing *Shipping*. Peter and I were cronies in a past day, being of comparable age, and Presbyterians, and having other things in common. Peter is visiting this country in quest of bawbees, he being a Scot; for which he proposes to give value in the form of advertising space. From France he sent me a bundle of French papers with marked paragraphs in them. Each one heralded his presence in some French port as if he were a sort of ambassador. I believe Peter is a super-press agent. In French the paragraphs which he inspired made him and his mission very important—as if a new era of blessed prosperity were about to be ushered in for each place visited by him.

Another Canadian I have met is J. Evans Hessey, European manager of *The Chicago Tribune*. Mr. Hessey comes from Brampton, Ontario, my own native town. He was for a time on the reportorial staff of The Toronto *Mail & Empire*. Then he went to the *Chicago Tribune*, and made very good on that paper. He was in the country during the war with a Canadian unit; and was asked to remain. The *Chicago Tribune* publishes a European edition in Paris, and Mr. Hessey is its business manager.

Picking Up Money on the Street

I believe that somewhere they sing to the tune of Auld Lang Syne these rude words:

"It may be true, he says it's true
But it sounds a gol-darn lie.
He says it's true, it may be true.
but we think it's a gol-darn lie."

—this when they wish to josh some speaker who makes demands on credulity. I fancy I hear the words and refrain as I tell the following true story.

A London advertising agent, crossing Piccadilly to enter the Criterion Restaurant, was almost run down by a Rolls-Royce car; and if one is to be slaughtered by a motor car it is an aristocratic finish to have one's life snuffed out by a Rolls-Royce.

The quick and the dead are differentiated by the measure of their agility. The said advertising agent was agile, and so is alive. He looked at the driver of the car that almost terminated an interesting career, and saw that it was a former client. Shaking his fist at him, the agent bade his near-destroyer to put up by the curb, saying that he wanted to talk to him. Obediently the driver of the car pulled up, and was sternly asked what he meant by his homicidal driving? Thereupon the apologetic driver said, "I want you to book me a front page in the *Daily Mail*, and here is the money;" and from his wallet he extracted a £1,000 Bank of England note and gave it to the advertising agent. (The price of a front page in the *Daily Mail* is £1,000).

That £1,000 note was only one of several in the same wallet, for that very day this driver-owner had sold the American rights to a patent of his for a sum which I shall not mention, for it might cause some of my readers to hum all over again the words I have quoted above.

I ask the question, Who has a story—a true one—to beat the one I have told related to the getting of an order for advertising?

Concerning Advertising Agents

It is a common thing in this country for advertising agencies to rebate from 50% to 75% of commission which they receive from publishers. Or, to be more precise, many accounts are handled on a 2½% basis, which means that all the commission earned, except 2½%, is given to the client.

This practice is a survival of the old brokerage days, when advertising agents gave no service.

The client who exacts the returns of the big end of the commission granted by publishers justifies his demand by saying that he uses his agency solely as a placer of business; that he maintains an expensive advertising department, and prepares all his own advertising.

This practice of rebating from 5% to 7½% of the commission earned is regarded by advertising agencies of the service type as being detrimental to the best interests of advertising regarded as a business or profession; and many publishers are beginning to hold the same view. Agencies which rebate the heavy end

Continued on page 676

The Herald Building, CALGARY

FEW newspapers in the world possess so commodious and beautiful a building as The Calgary Herald.

Building in advance of needs is characteristic of this thriving western centre. It springs from the belief among Calgary people that they are "citizens of no mean city."

The Herald Building is one of the many structures in Calgary which astonish the visitor who still regards the west as "wild and woolly."

It is a monument of the faith of the publishers of The Herald in their territory and in the paper which, for over a quarter of a century, has served Alberta's richest trading district.

Herald Representatives

Representatives for Eastern Canada :
TORONTO
Edgar J. Guy, Royal Bank Building
MONTREAL
E. L. McArthur, 232 St. James Street

Representatives for the United States :
CHICAGO
Henry de Clerque, Inc., 800 Mallers Bldg.
NEW YORK
Henry de Clerque, Inc., 17 West 42nd St.

Representative for the British Isles :
LONDON
F. A. Smyth, 29 Ludgate Hill, E.C.

The Herald Publishing Co. Ltd., CALGARY, Alberta

In Calgary *The* Herald

Gets First Attention

EDITORIAL COMMENT

The Will To Sell

SOME years ago the corporation of the British seaside resort of Blackpool secured from parliament power to clear the sands of traders. The act also empowered the corporation to rent sites along the seafront for stalls, and these now line the beach in three rows, parallel with the promenade, for fully three miles. One merchant paid over $2500 for his pitch this year, and others have paid similarly high rentals for the privilege of trading with the holiday crowds. The civic authorities, in other words, have restricted and taxed selling on the Blackpool sands.

But this year a bright salesman drove his donkey-cart clean through this act of parliament. The corporation's rights in the matter extend to a line 185 yards from the edge of the promenade; but the tide goes out at Blackpool to a distance of 200 yards, and in some places more. The vendor we speak of drove his cart to the water's edge, and began to carry on free trade. The town council so far has found no process by which it can stop him or others who immediately followed his trail.

The will to sell overcomes a pile of obstacles. It finds places to sell where there were none before. It discovers new markets. It unearths buyers far from the regular buy-ways of commerce.

Finding unusual places in which to sell has caused mounting instead of slumping sales for the few concerns which have sought them out during this period of restricted markets.

Until a few months ago no one expected to find yeast on sale at a soda fountain or raisins in a confectionery store.

During the recent extravaganza of buying you probably had trouble keeping up with orders. Now that "soft" times are past it will pay you to explore the fields you overlooked then. The chances are that you too can find some narrow strip of sand where selling is possible in spite of precedent and past experience—those refuges of the timid.

* * *

The "Buyers' Strike" has been thoroughly press-agented; but the "Sellers' Strike" is almost wholly unsung.

* * *

What Is Your Product Worth?

THERE are two ways of writing an advertisement. One is to tell the consumer what you put into your product. Another is to tell him what he will get out of it. The first method emphasizes quality. The second accentuates value.

The latest advertisement for Tarvia, for instance, tells a story. The heading reads—"When Ed Wetherbee got lost a mile and a half from home". And it goes on to tell of a motorist who lost his way—not because the roads were bad—but because they were good. They were so good that he didn't recognize them.

That is one way—and a very artful one—of telling the consumer what he gets out of your product.

This question of distinction between quality and value advertising may seem to some like splitting hairs. But there is a real distinction, and it is a valuable one to bear in mind in view of the present buying mood of the public. Quality advertising emphasizes the "we" in the copy. Value advertising stresses the "you". It tells the prospect what your article is worth to him. That is the meaning of value—"to be worthy"—to be worth so much.

And that is what the consumer wants to be sure of today—that he is getting his money's worth. Today's advertising must convince the consumer that your prices are right. This does not mean that your prices must be low. It does not even mean that the price must be specifically mentioned. It is possible to justify your prices without quoting them. But somehow the consumer must be convinced that your product is worth to him what you are asking for it.

One definition of the word convince is—"to subdue the mind by evidence". And that is an excellent thought to keep in mind when preparing copy to meet present conditions. Mere reiteration of quality is not evidence. The consumer is doubtful, suspicious. He still thinks he is being held up at every turn. It is the supreme task of advertising just now to convince him that as far as your product is concerned he is not being held up. You can't do that with pictures of your factory. You can't do it with boasts.

The best evidence of what the consumer may expect to get out of your product is to show him what somebody else has got out of it. The Goodyear advertisement quoted in the last issue of MARKETING is a case in point. The Tarvia advertisement mentioned above is another, although it relies more upon the force of suggestion than upon actual evidence. In this issue we tell how Willys-Overland Ltd., accumulated a mass of evidence which it purposes to use in a new campaign aimed at breaking down the "superstition" that automobiles are a non-essential product.

There are many ways of gathering the evidence and many methods of presenting it. The important thing to remember is that the consumer will not be happy until he gets it. The sooner the mind of the public is subdued by evidence into the belief that prices are right all down the line, the sooner demand will swing back to something approaching normal.

* * *

To date Toronto's Transportation Commission has not seen fit to use any good-will copy. As was confidently predicted the transfer of the system has necessitated many changes in original plans, there have been delays and annoyances, irritation and disgust. An appeal to the good nature of the public would certainly have softened the criticism that is being levelled at the authorities on every hand.

* * *

The co-operative Life Insurance campaign continues to create comment. "It is being placed *direct*, and look at the position they get," is one of the commonest remarks heard on every hand.

PRINTING NOW EXEMPT FROM SALES TAX

Exemption clause effective May 10th now ruled to apply to job printing made to order for individual customers for their own use and not for re-sale. Commissioner of Customs and Excise will grant refund on sales tax already paid since exemption clause became operative.

THE ruling of R. R. Farrow, Commissioner of Customs and Excise, exempting job printing made to order, and to which brief reference was made in the last issue of MARKETING, has raised numerous queries amongst printers as to just what is now taxable and what is exempt.

With a view to getting a clear interpretation of the new ruling, a representative of MARKETING called on Mr. A. L. Lewis, chairman of the Legislative and Trade Matters committee of the Toronto Typothetae. Whilst the agitation for the removal of the Sales Tax was originated by the Retail Merchants' Association at Ottawa, Mr. Lewis has been closely engaged carrying on negotiations for the printers.

"A clear definition of the ruling is a somewhat difficult thing to make", confessed Mr. Lewis.

"As I see it, job printers selling exclusively by retail are not required to put the sales tax upon the goods produced to the order of each of their individual customers. Goods which they produce for stock, as well as goods which are intended for resale, are subject to the payment of the tax.

"This means that practically all commercial printing is free of tax, and I must say that their interpretation is exceedingly broad, in that such articles as debentures, stock certificates, theatre, street railway and railway tickets, are not considered articles for resale.

"Type-setting for advertising agencies or for another printer is not taxable unless there is involved a sale of metal—in which case there is a tax on the value of the metal. If, however, this metal is only loaned and returned, it is not necessary to apply the tax.

"Composition for a bank or insurance company, or any other customer, where they do printing only for their own use is not taxable."

"And about the exceptions!" Mr. Lewis was asked.

"Almost the only exception is for all labels or other printed matter that enter into the cost of an article to be later resold, and on which the ruling at present is that the tax must be paid. This matter, however, is being considered and there may be a different ruling in connection with it. In this case the tax is 1½ percent, because it is being delivered to a manufacturer. If it were delivered to a retailer without a license, the tax would be 3 per cent. Billing goods to an agency without a license, who later cent tax. Where a customer buys his own stock the mill charges him 3 per cent. Where the printer buys the stock for this customer the tax is 1½ per cent."

"Will refund of sales tax be granted, and in what way?"

"Yes. Refund of sales tax since May 10th may be secured by application to the Commissioner of the Department of Customs and Inland Revenue, Ottawa. The application must be made in duplicate on forms procurable from the local office and attached to same must be a list of names and addresses of all customers, and the amount of tax, in each case, to be refunded. When the refund has been made by the Department, it is necessary that the printer, to complete the transaction, shall furnish the Department with receipts from his various customers, showing that the refund in each case has been paid the customer".

As Mr. Lewis was speaking a phone message came in announcing that the new ruling applied strictly to job printing only and that the exemption did not apply to bookbinding. All such work, if performed by a job printer, should be segregated from his printing trade, and in the event that this may be impracticable, the production and sale of ledgers which include printing and binding in one transaction are subject to sales tax, to be assessed upon the total amount of the transaction.

"This is not an easy matter on which to express an opinion," commended Mr. Lewis," owing to the difficulty in defining bookbinding. It is a matter on which I intend to interview the Department immediately. If the intention is only to cover sewn books the application of the sales tax would be a comparatively simple matter, but if anything that goes through the bindery is intended, it would be necessary to segregate seventy-five percent of all jobs printed".

"What about the lithographers?" asked MARKETING. "Is their case for an exemption of sales tax not as logical as the printers'?"

"I cannot see any difference and I defy anybody else to do so," admitted Mr. Lewis, "None the less when their case was submitted to the Board of Customs for decision, the verdict was that such transactions are subject to the payment of sales tax".

More specific information as to what is involved in the new ruling concerning printers will be available as soon as present negotiations between their representatives and the sales tax authorities are concluded. Conferences are being held with a view to establishing a definite and clear-cut ruling as to the particular items of printing that are exempt.

MARKETING'S investigation of the situation revealed a general indifference amongst printers to the exemption. As a tax that could be "passed on" to the customer, its re-

Buyers of Printing are Entitled to Refund of Sales Tax

A REFUND of the Sales Tax paid since May 10th on printing made to the order of an individual customer for his own use and not for re-sale can be obtained by application to your printer. The printer, in his turn, can secure a refund from the Department of Customs and Inland Revenue, Ottawa, by making application accompanied with receipts for the refund from his customers.

Buyers of printing should see that they get this refund and also make certain that no further Sales Tax is charged them on printing subject to exemption.

Consider poor Robinson Crusoe

One of the most persistent advertisers in the history of success was Robinson Crusoe. He knew what he wanted—a ship—and he put up an ad for one. He

Flung a Shirt at the Top of a Pole

on his Island; that, in the language of the sea, was plain to every sea-faring man.

The circulation was not large, but he knew that he was appealing to the right people. He kept at it, despite the fact that he got no inquiries for a long time. He changed his copy as one garment after another was worn out, and in the end he got what he wanted.

Suppose He Had Taken Down The Signal

after a time and declared "Advertising doesn't pay!" Where would he and his story be now?

Put up your signal and keep it there. Crusoe advertised under very discouraging circumstances. You've got a sure thing—it is only to have the patience, pluck and persistance of Robinson Crusoe — and the good ship "Better Business" will soon come alongside your pier.

Hugh C. MacLean Publications

Publishers of the following Business and Technical Papers

Canada Lumberman—Contract Record and Engineering Review—Electrical News
Footwear in Canada—Canadian Woodworker and Furniture Manufacturer—The Commercial—Western Canada Contractor and Builder—Western Canada Coal Review—Western Lumberman

347 Adelaide Street West, Toronto

VANCOUVER—WINNIPEG—MONTREAL
Chicago—New York—Boston—London, Eng.

tention or abolition has not been a burning question in printing circles. From the point of view of the buyer of printing to order, the matter assumes proportions of greater moment. Every buyer of printing effected should see that he receives a rebate on all orders delivered since May 10th, and make sure that no further sales tax on such printing is charged.

* * *

R. C. Smith & Son Ltd., Toronto, are handling the account of Langley's Ltd, Toronto, dyers and cleaners.

* * *

Canadian Debentures Corporation Ltd., are conducting a campaign in connection with the merger of the English Electric Co. Ltd., with the Canadian Crocker Wheeler Co. Ltd., which indicates that there is not as much of the "fanciful" about the story as R. A. Ttinson, vice-president of the Crocker Wheeler Co., would endeavour to make out. The copy is being placed by J. J. Gibbons Ltd.

* * *

C. R. Parker, representing the Newspaper Artists Association of Philadelphia, is in Toronto planning an exhibition of the work of Canadian and American newspaper artists in that city, and also in Montreal and Winnipeg. Mr. Parker was once the publisher of a paper in Toronto called *Vanity Fair*.

* * *

A new poster for Dr. Chase's Nerve Food has appeared on the billboards.

* * *

The Dominion Census Bureau has issued corrected figures for the city of London, Ont., making the population 60,685.

* * *

Norris Patterson Ltd, are sending out contracts and instructions for the Galt Chemical Products Ltd., advertising "Charm", a new cleanser. The first advertisement runs to 112 lines by four columns.

* * *

The Peninsular Sugar Co., capitalized at $2,000,000, will shortly establish a refinery at Chatham, Ont.

* * *

The Agricultural Branch of the Dominion Bureau of Statistics reports that this year's harvest is very likely to exceed even the bumper crop of 1915.

* * *

Canadian trade for August, 1921, totalled $127,510,299 as compared with $238,085,409 for the same month last year.

* * *

The Minnesota Pen Co. St.Paul, Minn., is trading in Canada as the Mayer Company, Weston, Ont. Copy placed by the Greve Advertising Agency Inc., St. Paul, is being placed in Canadian publications, advertising a puzzle contest.

* * *

Norris Patterson Ltd., has secured the Canadian end of the Edison advertising account, formerly handled by A. McKim Ltd.

* * *

The fall advertising drive of the Packard Motor Car Co., conducted in close co-operation with the distributors throughout Canada, will run for five weeks.

OTTAWA—
The Government's Workshop—
and its mighty machinery never stops

The Nation's big payroll filters through The Citizen into the coffers of its advertisers.

Government pay days in Ottawa come semi-monthly—the 1st and the 15th of each month. They are the days of the heaviest advertising in The Citizen. For The Citizen is the recognized newspaper of the vast majority of Ottawa's big army of Government employees.

An advertising campaign in The Citizen is never speculative. The merit of its product is the only measure of its success.

If there are things you want to know about this market our Statistical Department will gladly furnish facts and figures.

The Citizen

OTTAWA'S FOREMOST NEWSPAPER

Circulation—
City and Suburban **26,000**
Total **29,903**

OTTAWA
Canada's Capital City

MORNING
EVENING
Members A.B.C.

The
Maritime Farmer

Leads in Maritime Canada

For 26 years The Maritime Farmer has served the farm field of the Maritime Provinces.

¶ It is a straight farm paper —not a political organ.

¶ It has had imitators and competitors — but it has outlived them all.

¶ Just to show how firm a hold The Maritime Farmer has on its field —we may mention that in the past years we bought for farm organizations $750,000 worth of goods.

¶ We paid spot cash for every dollar's worth.

¶ We paid the money to advertiser's using The Maritime Farmer columns. We expect to increase this service next year.

¶ And then — *remember* — The Maritime Farmer is the only farm paper printed in the Maritime Provinces.

¶ It's not talk that counts but action—and advertisers in The Maritime Farmer get action and returns.

¶ The best indication of Maritime Farmer advertising values is that advertisers who have been induced to try something else are getting back to their old love—The Maritime Farmer—for real service.

Circulation, 13,800
Rate, 10 cents per line

The
Maritime Farmer
Sussex, New Brunswick

Be Admired,
WEAR
PRINCESS PAT HAIR NETS
Made from Hair as fine and fluffy as your own
THOMPSON LACE AND VEILING CO. LIMITED, TORONTO

Selling Hair Nets by Zone System With Aid Of Posters

How the Thompson Lace & Veiling Co., Ltd., is launching a coast-to-coast poster campaign for Princess Pat hair nets. Sales effort to be concentrated in zones as campaign moves across continent.

AN appropriation of several thousands of dollars to advertise ten-cent hair nets on the boards is a decided innovation in national advertising. Five-for-a-nickel gum and dime complexion soaps were long ago granted generous treatment in this respect by their enlightened and now fabulously wealthy proprietors, and, acting on the safe assumption that every woman is a prospect, the Thompson Lace and Veiling Co., Ltd., Toronto, has launched a Dominion-wide campaign for their Princess Pat hair nets. During the next six months 24-sheet posters in color will herald from coast to coast the merits of these goods. The Thompson Company have decided to use no other medium at present, although the poster campaign may be followed up by other advertising later.

The present campaign is of an experimental nature. The advertisers have other brands of hair nets, but meantime they will concentrate on the Princess Pat. About one hundred towns and cities in Canada will be covered by the zone system. The campaign starts in Toronto where it will run for a month before being transferred to Montreal. In the smaller cities the run will not be so long, but the schedule aims to cover all the important centres of population within the prescribed period.

Only one poster has been prepared. It appeals strongly to the eternal feminine love of charm. Its pictorial and typographical matter is concentrated in the lower half of the poster forming a pleasing contrast with the generous amount of white space above. Without appearing cramped or crowded in any way, the display is caught in one sweep of the eye even when the observer is in a swiftly moving vehicle.

During the time the poster is being displayed in each locality the entire selling force of the company will concentrate in that particular territory, and a strong selling campaign will be carried on with the dealers. Whether additional posters will be

Facsimile of a full page advertisement for Gainsborough Hair Nets which recently appeared in U.S. Sunday papers.

The Farm Family Paper for 55 Years

For more than half a century this farm family paper has been held true to its course, always striving for a bigger Canada and a better agriculture.

1866 *1921*

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED

FOUNDED 1866

LONDON, CANADA

Born and Grown with the Dominion of Canada

It is a farmer's paper first, last, and all the time

FEARLESS, constructive criticism, common sense, good judgment, fairness and courage have always characterized the editorial pages of The Farmer's Advocate and Home Magazine, and have won for it an international reputation for broadmindedness and integrity, and the well-earned distinction of being the leading agricultural journal of the Dominion—a title still unchallenged.

Holding to our strong editorial policy and possessing a reader confidence firmly rooted in the goodwill of thousands of the best farmers of Canada The Farmer's Advocate and Home Magazine presents an opportunity for advertisers to secure business of the right class such as is not possible through any other medium in this country.

Any advertising agency will furnish full information as to the circulation and rates, or we will gladly mail them anywhere, upon request.

THE WILLIAM WELD COMPANY, LIMITED

Member A.B.C. Since Start

London, Canada

Publishers

The Farmer's Advocate and Home Magazine

"The Paper With a Purpose"

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph

AND

Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Two Newspapers Cover Canada's Richest Province

Only two mediums are necessary for the national advertiser who seeks to completely penetrate the compact and well-to-do market provided by the 18,000 English-speaking families of

PRINCE EDWARD ISLAND

The Charlottetown Guardian

AND THE

Examiner

are the only important factors in this responsive territory.

Sales efforts yield big returns per dollar of sales cost among a population so prosperous.

Write for particulars and Rate Card

run depends upon the success of this first venture.

As part of the campaign, a very attractive counter display piece is sent out with each first order from a dealer. This silent salesman is linked up and associated with the poster by featuring the same smiling girl as graces the board. Customers entering the store cannot fail to recognize the girl on the counter as the winsome personage whose poster portrait intrigued them on their way down town.

That the Thompson Lace and Veiling Co. are warranted in giving such generous publicity to a ten-cent article of this description is supported by the action of the Western Company. Chicago, who are placing full page ads. of their "Gainsborough" hair nets in such media as the Chicago *Sunday Tribune.*

✣ ✣ ✣

R. C. Smith & Son. Ltd., have secured the account of the Gilson Manufacturing Co. Ltd., Guelph, one of the largest users of farm paper space in Canada.

✣ ✣ ✣

At the monthly meeting of the directors of the Audit Bureau of Circulations recently held in Montreal, Canadian publishers were complimented upon the fact that a higher percentage of periodicals in this country are members of the A. B. C. than is the case in the United States.

✣ ✣ ✣

Striking pressmen in Hamilton, who have been out for three months, fighting for a 44-hour week, have returned to work at the employers' terms.

✣ ✣ ✣

D. P. Cotter has been made sales manager of the Gillette Safety Razor Co. of Canada Ltd., Montreal, succeeding H. S. Beccher, resigned.

✣ ✣ ✣

The first shipment of Canadian goods to Russia since the revolution will be made from Montreal in October. The consignment consists of 500 oil tank cars manufactured by the Canada Car & Foundry Co.

✣ ✣ ✣

Construction activity in August according to the figures published by MacLean Building Reports, Ltd., shows a tremendous increase over July. Contracts to the value of $36,307,200 were awarded as compared with $17,741,400 in July, an increase of over 100 per cent. This is by far the largest monthly aggregate since August, 1914.

✣ ✣ ✣

Contracts are being made for the advertising of Hawthorn Fabrics, made by Hawthorn Mills Ltd, Carleton Place, Ont. The account is handled by McConnell & Fergusson Ltd., Montreal.

✣ ✣ ✣

James McHardy, who formerly conducted the Hardy Illustrating Co. and later was employed with Grip Ltd., has returned from an extended holiday and started in business as a free lance commercial illustrator at 34 Victoria St.

Control Of Halifax Herald In W. H. Dennis' Hands

Senator W. H. Dennis late proprietor of the Halifax Herald and Mail, provided in his will for distribution of an estate totaling $761,361, a considerable part of which goes to employees of the Herald and Mail. Controlling interest in the Herald is given to the Senator's nephew, William H. Dennis, "in appreciation of his loyal services and tireless energy," as well as his devotion to the late owner. Thirty-five per cent is to be held in trust for William Alexander Dennis, a son, and ten per cent goes to a grandson. Employees who receive bequests are: Hiram Weit, $10,000; William R. McCurdy, $6,000; John Trider, $1,000; and Alice H. Houston, $1,000.

✣ ✣ ✣

J. J. Gibbons Ltd., are placing single column copy for Gunns Maple Leaf Pork Sausage, manufactured by Gunns Limited, Toronto.

✣ ✣ ✣

The fall "Save the Surface" campaign has made its appearance, placed by McConnell & Fergusson.

✣ ✣ ✣

An industrial Advertising Conference is being planned to take place in conjunction with the convention of the A. A. C. of W. in Milwaukee next year. The Engineering Advertisers' Association of Chicago and the Technical Publicity Association of New York are sponsoring the "get together", for which tentative plans have already been outlined.

✣ ✣ ✣

The Associated Business Papers, Inc., which numbers some Canadian trade journals among its members, will hold its annual convention in Chicago, Oct. 24, 25 and 26.

✣ ✣ ✣

Fred Holliday, formerly with the advertising staff of the Gagnier publications, has been appointed to the Toronto office staff of the Montreal Star.

✣ ✣ ✣

Thornton Purkis is on his way back from England after a three months' trip to the old country and Europe.

✣ ✣ ✣

A. E. Ford, advertising manager of the Regina Leader-Post, who recently returned to his desk after recuperating from a major operation, has suffered a relapse and is forced to take a further vacation of three months.

✣ ✣ ✣

A "Canadian Book Week" commencing November 21 in all book stores throughout the Dominion is being fostered by the Canadian Authors Association.

✣ ✣ ✣

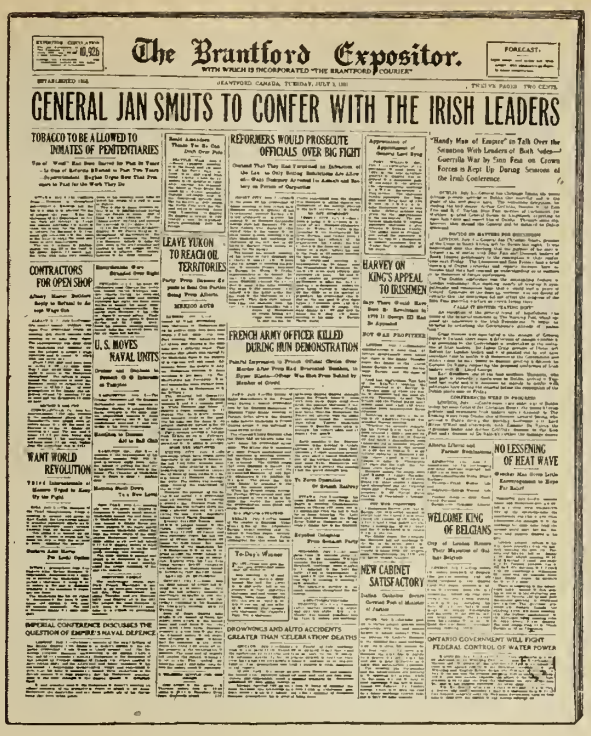
The annual convention of the Audit Bureau of Circulations will be held in Chicago, October 27 and 28.

✣ ✣ ✣

The Livestock Branch of the Dominion Department of Agriculture is again conducting a swine-breeding campaign. The copy is being sent out to farm papers by the James Fisher advertising agency, Toronto.

✣ ✣ ✣

John C. Turnbull, sales manager of the C. Turnbull Co. of Galt Ltd., died at his home in Galt on Sept. 6th.



The Brantford Expositor.

WITH WHICH IS INCORPORATED "THE BRANTFORD COURIER"

GENERAL JAN SMUTS TO CONFER WITH THE IRISH LEADERS

TOBACCO TO BE ALLOWED TO INMATES OF PENITENTIARIES

REFORMERS WOULD PROSECUTE OFFICIALS OVER BIG FIGHT

"Handy Man of Empire" in Talk Over the Situation With Leaders of Both Sides—Guerrilla War by Sinn Fein on Crown Forces is Kept Up During Sessions of the Irish Conference

CONTRACTORS FOR OPEN SHOP

LEAVE YUKON TO REACH OIL TERRITORIES

HARVEY ON KING'S APPEAL TO DISHMEN

U. S. MOVES NAVAL UNITS

FRENCH ARMY OFFICER KILLED DURING HUN DEMONSTRATION

NO LESSENING OF HEAT WAVE

WANT WORLD REVOLUTION

WELCOME KING OF BELGIANS

NEW CABINET SATISFACTORY

IMPERIAL CONFERENCE DISCUSSES THE QUESTION OF EMPIRE'S NAVAL DEFENCE

DROWNINGS AND AUTO ACCIDENTS GREATER THAN CELEBRATION DEATHS

ONTARIO GOVERNMENT WILL FIGHT FEDERAL CONTROL OF WATER POWER

Look Over *The Brantford Expositor*— Then You Won't Overlook It!

Ask us to put you on our mailing list for a week or two. Study the paper and decide whether it is the strong sort of medium in which your advertisements should appear. We'll abide by your decision.

Every advertiser should know something of the character and influence of the paper in which he places his advertisement—and it is even more necessary to know what its readers think of it.

"A paper worthy of its fine field."

An Invitation

Any advertiser or his travelling representative will be welcomed at our office to avail himself of any information at our disposal with reference to the Brantford field.

The Expositor won its present place in Brantford and adjacent territory simply by the votes of the people. By subscribing year after year in increasing numbers they elected The Expositor as their sole journalistic representative. Their abiding confidence is the source of our strong position as an advertising medium.

Help the Man Who is Selling Your Product

The Selected Town Weeklies of Ontario comprise Forty-three Outstanding Papers each an influential factor in its community.

These papers mirror the lives of their readers. They go close to them—are read—not merely scanned.

These papers circulate among your dealers' customers.

If you advertise in them your dealers will appreciate it because they will benefit.

They will be encouraged to push your goods.

You can use these fine papers to your advantage and profit.

For rates and other details communicate with

L. S. GOWE, Representative

105 King Street East
TORONTO

Telephone—Main 3360

MacIntosh Will Speak In Toronto Soon

Charles Henry MacIntosh, probably the best-known advertising man in the United States, is scheduled to speak at the Toronto Advertising Club banquet, which will be held in the Sunnyside Pavilion, October 3, in the evening.

Mr. MacIntosh is President of the Associated Advertising Clubs of the World. After his election to this office this spring he at once planned a speaking tour of all the clubs throughout the United States and Canada. The Toronto club will be among the first he will visit.

✣ ✣ ✣

Job Printers' Wages In Winnipeg Are Cut To 90c.

The Joint Council of Industry issued a finding on Sept. 16 in regard to the job printers' dispute in so far as it applies to a certain number of Winnipeg firms who signed up with their employees for the 44-hour week and agreed to submit the question of wages to arbitration. The award fixes the wages for the period beginning September 12 and ending June 30, 1922, at 90c an hour. The finding is a reduction on the prevailing scale.

The Joint Council suggests that its award be accepted as the basis for negotiations between the Pressmen's and Bookbinders' Union and their employees. The award is acceptable to both the union printers and their employees who recognize the 44-hour week.

✣ ✣ ✣

Duro Aluminum Ltd., capitalized at $200,000, has been incorporated with headquarters at Hamilton.

✣ ✣ ✣

Sydney S. Bowman Company of Montreal is again placing advertising for the Railway Association of Canada. A page advertisement appeared recently concerning unemployment and freight rates.

✣ ✣ ✣

Single column copy is appearing in dailies for Sapho Powder, manufactured by the Kennedy Manufacturing Co., 588 Henry Julien Ave., Montreal. The account is in the hands of the Advertising Service Co., Ltd., Montreal.

✣ ✣ ✣

Announcement is made among the recent notices of federal incorporations that the Fuller Brush Company Ltd., capitalized at $50,000, has been granted a charter, with headquarters at Hamilton.

✣ ✣ ✣

H. T. Gorrie has joined the firm of George T. Gorrie, operating in Toronto as window display specialists. In future the firm will be known as the Gorrie Advertising Agency.

✣ ✣ ✣

The Wallace Barnes Co., of Bristol, Conn., manufacturers of springs and screw machines, etc., have taken over an industrial building in Hamilton and are fitting it up for the purpose of starting a Canadian factory.

✣ ✣ ✣

Anglo American Motors, Ltd., have closed with the town of Trenton for a site for their plant, where they will build the "La Marne" car.

✣ ✣ ✣

The D. Hatton Company, Montreal, are placing oysters on the Canadian market, packed in glass jars, under the D. Hatton brand.

Canadian Sample Train To Tour France Next Year

Sir George Foster, Minister of Trade and Commerce, announced the other day that a committee would be formed to make arrangements for the proposed visit of a Canadian sample train to France next year. The Department of Trade and Commerce will undertake the initial work until the permanent organization has been formed.

The privileges granted by the French Government, Sir George explained, were the same as those which Canada granted to the French exhibition train.

"Canada will have a unique opportunity to advertise its resources to a market of 38,000,000 persons," said Sir George, "whereas, in return, France will appeal to a market of less than 9,000,000. In addition Canada will have the advantage of having an exhibit for an extended time in one of the most beautiful buildings in the world, where it can be viewed, not only by the large population in Paris, but by the great travelling public, tourists and buyers which congregate in the French capital from all over the world."

✣ ✣ ✣

The Office Specialty Manufacturing Co. Ltd., is opening a School of Filing and Record-Keeping at the Office Specialty Service Store, 97 Wellington St., West, Toronto. Courses start Sept. 20th, and will be carried on throughout the winter, free of charge to all who wish to enter.

* * *

Mono Service containers, hygiene paper cylindrical receptacles, manufactured by Mono Service Containers, Ltd., Park Royal, London, England, are being handled on the Canadian market, through Bradshaws, 107 Atlantic Avenue, Toronto.

✣ ✣ ✣

The Percoo Manufacturing Company, Mount Dennis, Ontario, is putting on the market an Aluminum Polish for polishing aluminum, silverware, and metal goods, called Brownie Aluminium Lustre.

✣ ✣ ✣

The Hamilton Advertisers' Agency, Ltd., are placing copy for the Canadian Westinghouse Co., Ltd. Advertising for Cosy Glow radiators appeared in dailies recently.

✣ ✣ ✣

The Canadian Parko Company has opened an office at 537 King Street, Peterborough, and will probably establish a factory there for the manufacture of Parko Hand Cleaner Powder. The head office of the company is at Rochester, New York.

✣ ✣ ✣

George A. Martin, formerly with the Kitchener *Telegraph*, has been appointed editor of the *Ontario Reformer*, Oshawa. A. R. Alloway, editor for the past two years, has been made assistant manager of the Reformer Printing and Publishing Company, of which Charles M. Mundy is president.

✣ ✣ ✣

Harold Lowrey, for several years with the advertising department of the Toronto Globe, and more recently with the Toronto office of the Montreal Star, has joined the Direct Mail Service Department of Southam Press Ltd., under the direction of Will H. Griffin.

✣ ✣ ✣

The Borsalino fall campaign has made its appearance, placed by McConnell & Fergusson.

Always There—Between You and Danger Ready for Any Emergency

You don't hear of many theatre fatalities. Theatre managers take every precaution for your safety. Chief is the big asbestos curtain. Wherever you go—whenever you go, it's always there—between you and the maze of scenic and lighting equipment "back stage"—ready for any emergency.

FIRE-WALL FILING CABINETS
Steel-*plus*-Asbestos

Like the big curtain of asbestos in a theatre, is the curtain of asbestos between the two sturdy walls of steel in "Fire-Wall" Filing Cabinets—a curtain of asbestos that means a greater "margin of safety"—more protection, for your vital business records.

If *your* records are worth keeping, they're worth safe-guarding Give them better protection by *investing* in "Fire-Wall" Filing Cabinets.

A card in the mail to-day will bring you a copy of "Protection for Your Business Records." Address nearest service store or Home Office.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

The
St. Thomas
TIMES-
JOURNAL

IS the only daily newspaper published in St. Thomas or the county of Elgin.

IT is the only daily newspaper taken by over 90% of the people both in the city and surrounding area

IT is the advertising medium which has been used for years by the local merchants, and hundreds of national advertisers, because—

IT is not only a good newspaper; an outstanding daily among the dailies of Ontario; but the local, intimate home paper of the people who buy in St. Thomas and surrounding towns.

BE SURE to have the Times-Journal included in your Fall and Winter campaign list.

The Times - Journal
of St. Thomas, Limited

Daily Net Circulation over 9,100

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Secretary of Direct Mail Advertising Association

Timeliness

George Barlow, salesman for the Reo-Springville Auto Co. gazed through the display window at the down-pour of rain outside, and believed he imagined what Noah must have felt like during the forty-day rain some years ago. It was an ideal day to loaf.

But instead, he turned his mind to the problem of finding out how to turn the situation to his advantage. "Who has to be out today? Who needs closed car protection?"

"The doctor", came the answer.

So he turned to his prospect file and pulled out all cards containing doctors' names and showing the kind of car they now drove. He selected the names of those general practitioners who owned open cars and so were certain to be out in them that morning.

To them he wrote this letter:

"It takes a day like this to prove that no doctor can afford to be without a coupe. When you got back wet and weary, I feel sure that you were convinced that an open automobile is not suited to your needs.

"If you'll call me up any rainy day, I'll be glad to take you around in a Reo Coupe for a few of your calls. I would appreciate having the opportunity of showing you how exactly the Reo Coupe meets your every requirement."

The letters were mailed immediately, special delivery, and in most cases were waiting for the doctor when he returned from his cold, wet drive.

The percentage of responses was unusually high because the novelty, the timeliness and the force of the appeal struck home. One sale resulted quickly and a number of live prospects have been developed.

Pre-Cancelled Stamps Permit Use Of Clips

The Post Office Department deprecates the use of clips because so many become detached while going thru the canceling machine. If you use pre-canceled stamps, you not only have the advantage of being able to close your mailing piece, and keep your card in place with a single clip, but you help the Post Office expedite the distribution of the mail.

Direct Statement or Curiosity Appeal—Which

Here is a very good formula which a person can use when in doubt as to what to put on the outside of a mailing folder: If you have a product absolutely different from anything else on the market, go ahead and say so on the outside of your mailing piece. But should you be attempting to market something which has a tremendous amount of competition—something which is in nearly every respect similar to that of nineteen or twenty competitors—then bring in the curiosity appeal, so as to get people to open up your circular and then read its important message.

The Twelfth Letter Turned The Trick

A Company anxious to sell $100,000.00 worth of stock, with a minimum of expense, engaged the services of an expert in Direct Mail Advertising. He planned upon and wrote a series of twelve letters. After the returns of the tenth letter were tabulated, they found less than $10,000 worth of stock had been sold. The eleventh brought in $15,000 more. The twelfth letter saw the issue well over-subscribed.

"What would have happened", says *Advertising & Selling*, if the client had gotten cold feet after mailing the ninth letter?"

Some of the outstanding successes in the business world today are due to Direct Mail Advertising used persistently The old platitude that "The constant dripping of water wears away a stone," can be admirably adapted to Direct Mail Advertising every day throughout the country.

Of course, one can overdo this sort of thing, but I am inferring the intelligent use of repeated reminders.

The Catalog.

The cover of your catalog is to your message what a show window is to a store. A manufacturer of heating plants showed on the cover of his catalog, a woman comfortably seated in a room heated by his plant, with a storm raging outside.

A machinery manufacturer used a dark green substantial cover stock to give the first impression of strength and efficiency.

Embossed titles on catalog covers also impress the reader with the quality of the heavy merchandise advertised.

"Just Check Off The Items You Want"

An interesting and effective sales letter device that has been used for several years by one of our members, consists of this sentence: "You needn't bother making out an order blank or writing a letter, just check off the items you want, right on this letter, sign your name and mail it to us."

This sentence is put at the bottom of every sales letter used by this executive and forms one of the easiest ways of making sales contracts he knows of. He makes it a point to list in the letter the items he has for sale, with a blank space before each item. Thus all the prospect or customer need do is check opposite the item the quantity he wants. This eliminates the order blank, and makes it as easy as it is humanly possible for the reader to carry out the suggestion in the letter.

A Circular Which Came Out Of The Waste Basket

The manufacturers of Kaltex Reed Furniture state that they sent a dealer a circular and he threw it in the waste basket. A competitor happened into his office and was attracted by the design and pulled it out, later sending in an order. It pays to make your Direct Mail Advertising attractive.

Your Fall Campaign Should Include NOVA SCOTIA

In making up your fall lists do not overlook the half million people of this province. They have money to spend. They are not so quickly or so deeply affected by general conditions as are the people of many other districts in Canada. Prosperity in Nova Scotia depends on so many varied industries that depression in any one has little relation to the sum of the province's wealth.

Halifax, as the capital of the province, is the logical starting point for all campaigns addressed to Nova Scotia.

Nova Scotia's Greatest Newspapers

The Halifax
Morning Chronicle

The Halifax
Evening Echo

The Weekly Nova Scotian

are the logical starting papers for your fall campaign in this territory.

The Halifax Morning Chronicle is recognized throughout the Dominion as Nova Scotia's greatest newspaper, and combined with The Evening Echo, rest their claim to consideration not merely on size of circulation but upon the fact that their circulation represents a buying power absolutely indispensable to national advertisers desiring to cover the city of Halifax and the prosperous province of Nova Scotia.

The Nova Scotian and Weekly Chronicle
is the only weekly newspaper of its kind published in Halifax. Its circulation is entirely through the rural and farming districts of Nova Scotia.

The Chronicle Publishing Co., Limited
HALIFAX - NOVA SCOTIA

The *Advertising Route* of Western Ontario

The majority of new advertisers who enter the Western Ontario field choose as their medium THE LONDON FREE PRESS.

The selection rests, no doubt, upon the reputation this paper has enjoyed for many years as the foremost newspaper in this territory.

Once an advertiser is introduced into our columns, he continues to use The Free Press for the full run of his advertising. Results retain business for us.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	224 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Advertising Managers and Advertising Agencies

Who have been keeping in close touch with recent newspaper developments in Quebec province, know that

L'EVENEMENT, Quebec, & LE NOUVELLISTE, Three Rivers

are two of the most worth-while media in the French field.

They are sound, solid, progressive newspapers, independent of political parties or other interests. Their influence and standing with the best classes in their community is shared by the advertisers who use their columns.

A.B.C. Membership Accepted

General Advertising Office, 30 St. John Street, Montreal

Higher Postal Rates On Letters Within The Empire

An advance of one cent per ounce is announced in the letter postage rate between Canada and other parts of the Empire. The former rate was two cents per ounce, with an added one cent, as war tax. The new rate will be three cents an ounce, with one cent war tax additional. The postage rate to foreign countries has been increased from five cents for the first ounce and three cents for each succeeding ounce, to ten cents for the first ounce and five cents for each additional ounce or fraction thereof. The postage rates within Canada and to the United States and Mexico remains at three cents for the first ounce and two cents for each additional ounce.

* * *

W. G. Steward has resigned from the advertising staff of the Toronto *Globe* to enter business as a direct mail advertising free lance. He was formerly advertising manager for the Goodyear Tire & Rubber Co. Ltd., Toronto.

* * *

Smith Denne and Moore are placing small two-column copy for Lion Shoe Polish.

* * *

E. Philpott has been appointed advertising manager of *Sanitary Engineer*, one of the MacLean Publishing Company's trade papers. Mr. Philpott was recently with the Hoover Suction Sweeper Co. of Hamilton.

* * *

Contracts for Gurney Foundry Co. Ltd., and associated companies are being sent out to newspapers and magazines by Smith Denne & Moore Ltd.

* * *

Copy for Hall's Wine, made by Stephen Smith & Co., London Eng., is appearing in Canadian Publications, placed by A. McKim Ltd.

* * *

Bird & Son, Hamilton, are again advertising Art Craft Roofs, using three column copy featuring names of agents in various localities. The account is in the hands of A. McKim Ltd.

* * *

New contracts and instructions are being sent out by MacManus Inc., Detroit, for the advertising of the Cadillac Motor Car Co. The first advertisement for the new type 61 Cadillac ran to five full columns.

* * *

The E. Sterling Dean Advertising Agency is placing copy in Toronto papers for M. A. Kennedy Co. Ltd., who have recently been appointed dealers for the Austin Motor Co., Ltd., of Birmingham, England.

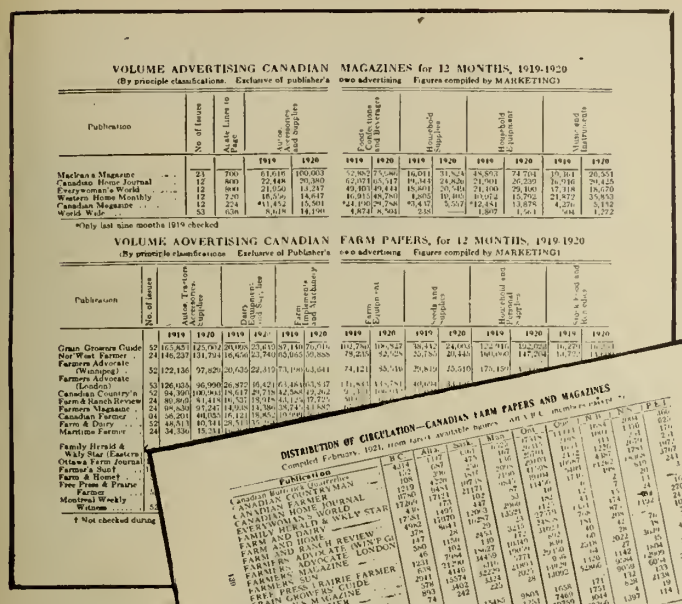
* * *

A new Canadian Tire account has been secured by McConnell & Fergusson. A large five-column advertisement appeared in dailies last month announcing Tiger Tires, manufactured by the Tiger Tire & Rubber Co. Ltd., whose factory is at Belleville and head office at 81 Adelaide St. West, Toronto.

* * *

New contracts for Williams Shaving Cream, manufactured by the J. B. Williams Co., Montreal, have been sent out by Norris Patterson.

416 Pages Packed With Data


VOLUME ADVERTISING CANADIAN MAGAZINES for 12 MONTHS, 1919-1920
(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

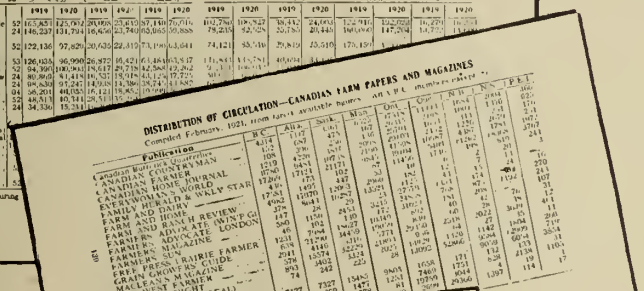
Publication	No. of Issues	Agate Lines in Page	Autos, Accessories, Supplies		Foods, Confections and Beverages		Household Supplies		Household Equipment		Musical and Instruments	
			1919	1920	1919	1920	1919	1920	1919	1920	1919	1920
Maclean's Magazine	24	700	8,160	100,003	57,863	75,586	14,014	31,574	24,853	74,703	19,761	20,551
Canadian Home Journal	12	800	22,448	20,380	62,971	63,517	19,344	24,826	21,701	26,706	29,716	29,425
Everywoman's World	12	301	21,950	13,247	49,103	49,444	15,801	20,548	21,100	29,160	17,318	18,670
Western Home Monthly	12	720	16,450	18,647	36,913	48,760	8,205	10,458	11,052	15,792	21,872	25,853
Canadian Magazine	12	224	411,452	15,501	*24,190	29,760	03,432	3,557	*12,441	13,878	4,276	3,132
World Wide	53	308	8,618	14,190	8,872	8,503	2,88	——	1,897	1,561	748	1,272

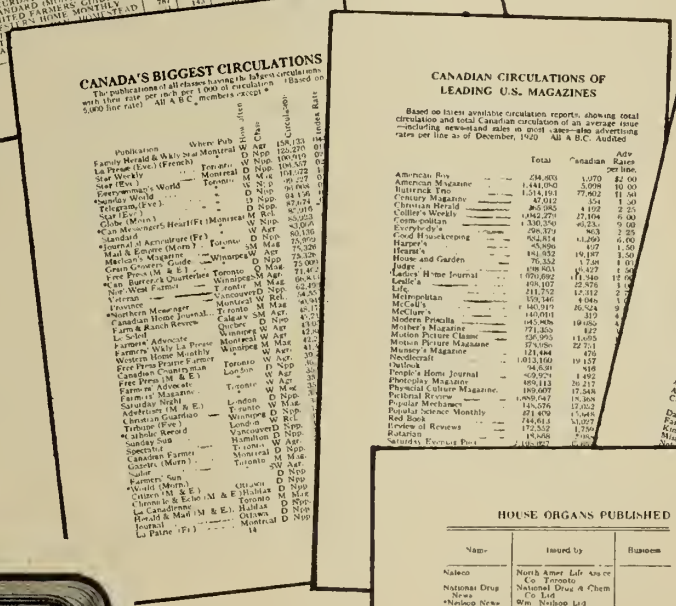
*Only last nine months 1919 checked

VOLUME ADVERTISING CANADIAN FARM PAPERS, for 12 MONTHS, 1919-1920
(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING)

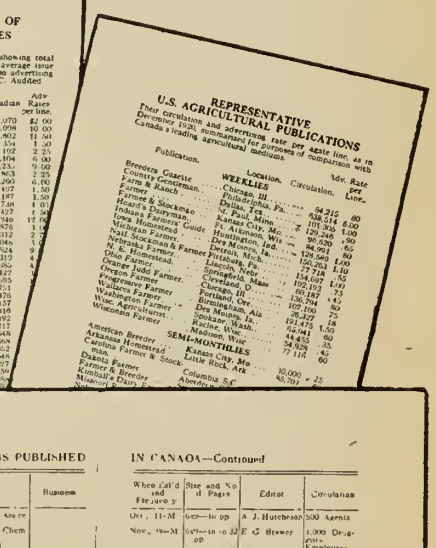
Publication	No. of Issues	Autos, Tractors, Accessories, Supplies		Dairy, Creamery, Stock, Poultry, Bee		Farm Implements and Machinery		Farm and Orchard Equipment		Needs and Supplies		Household and Personal Apparel		Seeds, Trees and Nursery Stock	
		1919	1920	1919	1920	1919	1920	1919	1920	1919	1920	1919	1920	1919	1920
Grain Growers Guide	52	165,851	125,902	39,008	23,410	57,140	76,016	102,276	109,527	38,142	24,093	124,981	122,202	16,229	16,203
Nor'West Farmer	24	146,237	131,794	16,436	23,740	63,865	50,868	78,218	92,326	20,783	20,443	140,642	147,294	14,272	13,866
Farmers Advocate (Winnipeg)	52	122,136	97,629	20,635	22,819	73,196	63,641	74,121	85,510	29,819	25,510	170,159	1	1	1
Farmers Advocate (London)	53	126,033	96,990	26,372	16,421	67,446	53,917	131,841	114,791	40,604	34,662	1	1	1	1
Canadian Country'n	52	94,390	100,943	19,617	29,778	42,560	42,262	91,113	84,111	1	1	1	1	1	1
Farm & Ranch Review	24	80,960	81,418	16,532	19,918	43,126	37,725	50,1	1	1	1	1	1	1	1
Farmers Magazine	24	98,880	97,247	14,000	13,300	38,274	34,800	1	1	1	1	1	1	1	1
Canadian Farmer	04	56,201	40,055	16,121	18,85	1	1	1	1	1	1	1	1	1	1
Farm & Dairy	52	48,813	40,744	20,513	1	1	1	1	1	1	1	1	1	1	1
Maritime Farmer	24	34,336	15,251	1	1	1	1	1	1	1	1	1	1	1	1
Family Herald & Weekly Star (Eastern)															
Ottawa Farm Journal															
Farmer's Sun															
Farm & Home															
Free Press & Prairie Farmer															
Montreal Weekly Witness															

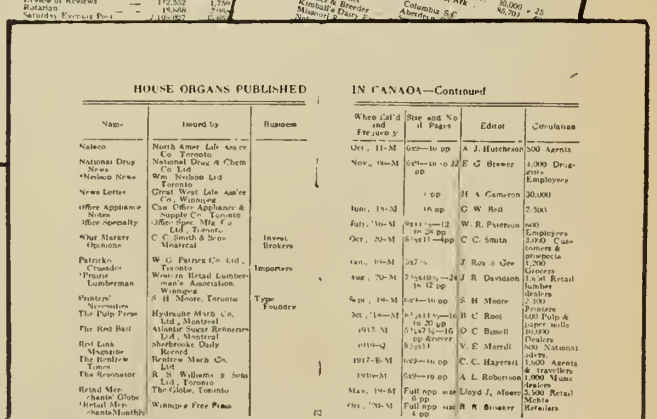
† Not checked during


DISTRIBUTION OF CIRCULATION—CANADIAN FARM PAPERS AND MAGAZINES


CANADA'S BIGGEST CIRCULATIONS

CANADIAN CIRCULATIONS OF LEADING U.S. MAGAZINES


REPRESENTATIVE U.S. AGRICULTURAL PUBLICATIONS


HOUSE ORGANS PUBLISHED IN CANADA—Continued

Name	Issued by	Business	When Est'd and Frequency	Size and No. of Pages	Editor	Circulation
Nasco	North Amer. Life Assce Co., Toronto		Oct., 11-M	6x9—16 pp	A. J. Hutcheson	500 Agents
National Drug News	National Drug & Chem Co. Ltd.		Nov., 09-M	6x9—16 to 32 pp	E. G. Brewer	4,000 Druggists, Employees
*Neilson News	Wm. Neilson Ltd., Toronto					
News Letter	Great West Life Assce Co., Winnipeg			4 pp	H. A. Cameron	30,000
Office Appliance Notes	Can. Office Appliance & Supply Co., Toronto		Jan., 19-M	16 pp	C. W. Bell	2,500
Office Specialty	Office Spec. Mfg. Co. Ltd., Toronto		July, '10-M	9x11—12 to 24 pp	W. R. Paterson	600
*Our Slanter Opinions	C. C. Smith & Sons, Montreal	Investment Brokers	Oct., 20-M	6x9—11—4pp	C. C. Smith	2,000 Employees, 3,000 Customers & prospects
Patricks Crusader	W. G. Patrick Co. Ltd., Toronto	Importers	Jan., 19-M	9x7—8	J. Ross & Gow	1,200 Grocers
*Prairie Lumberman	Western Retail Lumbermen's Association, Winnipeg		Aug., 20-M	7½x10½—24 to 12 pp	J. R. Davidson	1,8 et Retail lumber dealers
Printers' Necessities	R. H. Moore, Toronto	Type Foundry	Sept., 19-M	9x12—16 pp	S. H. Moore	2,500 Printers
The Pulp Press	Hydraulic Mach. Co. Ltd., Montreal		Oct., '14—M	8½x11—16 to 20 pp	B. C. Root	600 Pulp & paper mills
The Red Ball	Atlantic Sugar Refineries Ltd., Montreal		1917-M	8½x11—16 pp Annual	D. C. Bunell	10,000 Dealers
Red Link Magazine	Sherbrooke Daily Record		1919-Q	8½x11	V. E. Merrill	800 National sales
The Renfrew Times	Renfrew Mach. Co. Ltd.		1917-B-M	9x12—16 pp	C. C. Hayerst	1,600 Agents & travellers
The Reconstor	R. S. Williams & Sons Ltd., Toronto		1919-M	9x12—16 pp	A. L. Robertson	1,000 Manufacturers
Retail Mer. Chants' Globe	The Globe, Toronto		May, 19-M	Full pp size 6 pp	Lloyd J. Moore	2,500 Retail Mobile Retailers
†Retail Mer. chants Monthly	Winnipeg Free Press		Oct., '20-M	Full pp size 4 pp	R. R. Bowker	

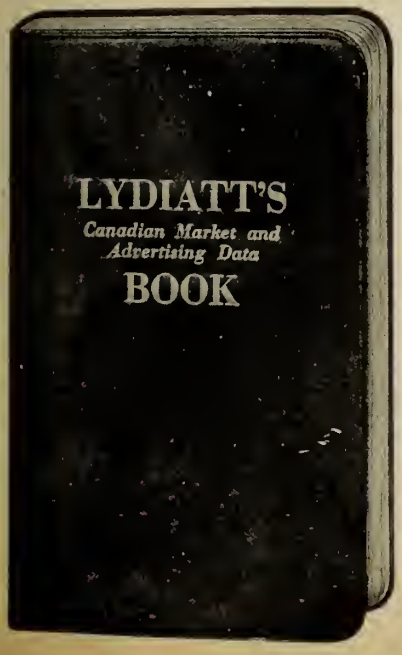
40,000 Facts

For Advertisers

Condensed and Classified for Ready Reference.

1921 Edition

Obtainable only from the Publisher



THERE is proof enough in the few pages reproduced here that LYDIATT'S BOOK is not a mere directory of publications. Many of the features of this indispensable book are compilations made expressly for this publication. They are obtainable from no other source.

And because these facts and figures are assembled without bias by an independent compiler, the book is generally regarded as the most valuable of its kind in the entire field of advertising.

LYDIATT'S BOOK has no axe to grind for any kind or class of advertising medium. All the worth while media which can be utilized in Canada are fairly represented in its pages.

The contents of the section devoted to data regarding specific media may be briefly summarized thus : Correct advertising rates, most reliable and complete circulation figures (indicating local, out-of-town, net paid and gross average separately, compared with year previous), column sizes, etc., all daily newspapers; which use mats and unmounted plates; similar data all magazines, agricultural, religious, trade and other class publications; cost poster and street car advertising by cities, number posters required, etc.; valuable suggestions for handling window displays, sampling, demonstrations,—all facts essential to intelligent handling of advertising appropriations.

Order By Coupon Now.

W. A. LYDIATT, Publisher
53 Yonge St., Toronto, Canada

Enclosed find $5.00 for which please mail one copy of 1921 LYDIATT'S BOOK, post paid to :

Name .....

Address .....

Exceptional—
but not extraordinary

Exceptional, but not extraordinary might best describe the advertising service of **The Farmers' Sun.**

HERE is a paper that covers the Province of Ontario completely, North, South, East and West. It is owned by its readers, who are members of the United Farmers organization. And so the advertiser who uses The Sun is assured of that unique reader interest which is such a natural outcome of Reader Ownership. He also gets the largest farm paper circulation in Ontario at a rate surprisingly low for the service ; in fact, the rate is only half that of papers with a much lower circulation. The Sun is a member of the A.B.C.

No premiums or subscription canvassers are used to increase our lists. Every subscription comes into this office voluntarily, and is paid in advance.

The service rendered by The Sun is exceptional simply because it is not available elsewhere. It is not extraordinary because it is the logical step for a paper to take in an endeavour to give advertisers better service.

Consult your advertising agency, or write us, and we will be glad to call and talk it over.

THE
Farmers' Sun

Member A.B.C.

Circulation 40,000.

299 Queen Street West
Toronto, Canada.

Branch Offices—
GARDENVALE, QUE.
53 YONGE STREET, TORONTO.

Kirkwood's London Letter

Continued from page 660

of the commission earned are prevented by the fact of their diminished income from doing first-class development work, and are unable to employ service men of the highest calibre. Also, their hold on a client's account is a feeble one.

Recently the London *Daily Mail*, in the spirit of the Curtis Publishing Company of Philadelphia, entered into a compact with the Association of British Advertising Agents by which it undertakes to refuse to accept business from an advertising agent rebating any portion of the commission earned by it—this with qualifications. When I say "compact" I think a truer word would be "ultimatum." By the terms enunciated by the *Daily Mail*, business will continue to be accepted from agencies doing business on a split commission basis, having regard for the existing condition of things. That is, the *Daily Mail* will not refuse recognition of Jones known to be handling certain accounts on a rebate-commission basis, but it will not allow Jones to handle on a cut-commission basis an account now being handled by another agency.

To make this clearer, let it be supposed that Jones is handling on a 2½% basis the business of Gray & Gabriel, makers of margarine. Suppose, also, that Gray & Gabriel feel disposed to change over to Judge Advertising Service Agency. Then the *Daily Mail* would step in and say to the Judge people, "If you take the business of Gray & Gabriel, it must be on a full commission basis. There must be no secret rebate, such as sketches and blocks (cuts, in the Canadian vernacular) free. We demand the right to examine your books if we are suspicious that you are breaking our regulations."

This means that Gray & Gabriel, if they switch from Jones to Judge, will have to pay more for their advertising agency service; and this fact may lead them to decide to continue with Jones, on the old terms, though Jones may be helping them, by counsel and service, but very little.

I know of an account, popularly supposed to represent an expenditure of £100,000 a year, now with an advertising agency on a 2½% basis. Rumour has it that it would like to go to a real service agency, but the new *Daily Mail* regulations would require this advertiser to pay a new advertising agency £7,500 more than it is doing—and this has made it pause.

This new practice of the *Daily Mail* may be regarded as a milestone in the history and development of British advertising.

The Fraternal Spirit

A certain large advertiser in Great Britain, about to add a new line to his family of products, said to his advertising agent, "I'd like to let other advertising agents submit proposals, in common with yourselves." The advertising agency said, "Sure. Go ahead. We don't possess all the good brains in London in our organization. We want you to have the best service you can get, and if we're not the best agency for you to employ, we want you to find this out." So the advertiser, with the knowledge and consent of his agency called on other agencies, and stated his requirements.

Nearly all of these agencies called up the agency known to be handling this advertiser's account, and said that they had been approached. Some declared that they would submit no proposals; some said that they would do so only on a fee basis. The interesting thing is the spirit and attitude of the better-class British advertising agencies in relation to each other.

Seeking an Advertising Agent

As I write an important firm of manufacturers about to put on the British market, by advertising, a new brand of soap, is trying to select an advertising agent. It is asking those agencies which it has approached to answer a number of pertinent questions. On the answers to these questions, and on other evidence of ability, it will probably base its choice of an advertising agent. One agency approached offered to provide a complete marketing plan for a fee of £250, this fee to be remitted should it receive the account.

I mention this incident because there is a growing tendency among service agencies to require payment for plans submitted to advertisers or would-be advertisers in quest of an agency. While speculative effort may be warranted at times, an advertiser has no more right to ask an advertising agency to prepare an elaborate sales and advertising plan on a speculative basis than he has to ask an architect to prepare plans and specifications for a new factory on a speculative basis.

* * *

Charles Coons, formerly with J. J. Gibbons Ltd., Toronto office, is now in charge of the Montreal office of J. B. Rathbone, special newspaper representative.

H. D. Cantlon Leaves Consolidated Advertising Service

H. D. Cantlon, for two years Service Manager with Consolidated Advertising Service, Toronto, has resigned his position, and will enter business with H. W. Cooper as Cantlon & Cooper, opening a commercial art studio at 66 Bond Strect.

H. W. Cooper, who has been with Consolidated for 18 months, since returning from overseas, has a very high reputation as a black and white artist among advertising men in Toronto. He was at one time with Gibbons, also with Brigden's, and for a while conducted a studio of his own.

Mr. Cantlon who is conceded to rank very high among copy men in Canada, has also paid a great deal of attention during his 12 years of agency work to the illustrative end of newspaper copy, and it is in this line of work that the organization will specialize.

* * *

H. B. Phipps has been appointed sales manager of the Hudson Motor Car Co, Detroit. He has been export manager of the company for eight years.

* * *

Knill-Burke Inc., 110 W. 40th. St., New York City, have been appointed special representatives for the Halifax *Herald*, *Evening Mail* and *Sunday Leader*. The *Herald* was formerly represented in the Eastern States by George B. David & Co. Inc., and in the West by A. R. Keator, Chicago.

* * *

The Parker Motor Car Co., Ltd., has recently been organized to manufacture Parker automobiles and trucks for distribution in Canada, with headquarters at Montreal. W. H. Parker, general manager of the company, was formerly manager of Chipman's Limited.

* * *

The Kitchener *Telegraph* is now being operated by a joint stock company, capitalized at $150,000, and headed by D. A. Bean, former publisher.

* * *

W. T. Bush has been appointed director of sales for the Gray-Dort Motors Ltd., Chatham. Ont.

Independent Evidence

ADVERTISERS will, naturally, be confused by the recent claims of a contemporary farm paper that they carried in July last the largest lineage of any farm paper published in Ontario.

Advertisers will therefore be more inclined to pay attention to the independent lineage figures of "Marketing" than to the statements of any one paper in which the source of their information is unstated.

LINEAGE of FARM PAPERS published in Ontario for July 1921, as compiled by "Marketing" is as as follows:—

OTTAWA FARM JOURNAL	**42,803**
Farmers' Sun	37,037
Farmers' Advocate (London)	32,186
Canadian Countryman	27,747
Canadian Farmer	21,185
Farmers' Magazine	20,739
Farm & Dairy	11,319

Make generous provision in your Fall and Winter campaigns for

The Ottawa Farm Journal

OTTAWA (Member A.B.C.) **CANADA**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St.

Toronto 185 W. Richmond St.

London 209-211 King St.

Windsor 46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

BUYING NOW

Quebec isn't standing pat—she's buying NOW.

And she's doing her selection via

The Telegraph

Yes, Now!

New Organization Of Artists Start Up Business

The Associated Artists of Canada, Ltd., a group of artists working co-operatively under centralized direction, has opened studios in the C.P.R. Building, Toronto.

The personnel of the staff is made up of artists prominent in their profession, capable of producing high class drawing and painting for printed and lithographed direct mail literature, cartons, etc, as well as advertising layouts and illustrations, mechanical photography and industrial designs.

The business direction of the company is in the hands of Claude J. Gregory, formerly of Rous and Mann Ltd., Toronto.

* * *

New Daily For Windsor

Roden Kingsmill, formerly with the Toronto Telegram and Globe as press gallery reporter at Ottawa, is to be the editor-in-chief of the Windsor *Telegram*, a new daily which will probably make its appearance about November 1. Charles George, a former news editor of the old Toronto *World*, is mentioned for the associate editorship.

A company has been formed with W. H. Adams, former business manager of the old Windsor *Daily Record*, as president. The paper will be independent in politics.

* * *

C.N.N. & P.A. Attempt To Get Cut In Paper Prices

In an effort to reduce production costs by getting lower prices on their paper supplies, publishers who are members of the Canadian National Newspapers and Periodicals Association recently asked for a conference with paper manufacturers. This conference was held in Toronto on Sept. 8, when the situation was fully discussed. It was pointed out that some publishers are actually paying more for paper than in 1920, while the ruling price on book paper is 100 per cent. higher than in 1914. In some cases even more than 100 per cent. increase is being paid. Unfortunately, no relief is promised by the paper manufacturers.

The above does not, of course, refer to the grade of paper used by daily newspapers, which is lower in price now than during the latter part of 1920.

Publishers of Agricultural, Business, Educational, Religious and Technical Newspapers and Magazines in the United States, all of them in direct competition with Canadian publishers, are today buying their paper at from 25 to 40 per cent less than the prices paid for paper used in MARKETING. And these U.S. publications are all being admitted to Canada free of customs duty.

* * *

Election Advertising Going Through McKim Agency

A large electioneering publicity campaign is being planned by the Conservative party organization. It is understood that A. McKim, Ltd., will open an Ottawa office under the direction of C. T. Pearce, to handle the advertising.

* * *

Death of Thomas Graham

Thomas Graham, vice-president of the Montreal Star, and brother of Lord Atholstan, died on Sept. 13th, after a brief illness. He had been connected with the Star for fifty years, being chiefly active in the superintendence of the mechanical departments.

The Centaur Company, manufacturers of Castoria, have moved from 250 West Broadway, New York, to 80 Varick St.

R. E. Thornhill, who has been two years with Saturday Night Press studios, has joined the art staff of Cantlon & Cooper.

Another Record Smashed!

Daily Average (A.B.C.) circulation of the

Kingston Daily Whig

for August was 6,782

A new comic supplement, in four colors, added on Sept. 17th. Other new features every week. That explains why The Whig outdistances all competitors.

Wanted In Montreal

Publisher of several trade papers wants energetic advertising solicitor to take charge of Montreal territory on commission basis. You can make $150 to $200 monthly. Splendid chance for man already handling one or two papers. Box 19 *Marketing.*

More Sales Efficiency!

ADVERTISING without good "copy" is like a deaf and dumb travelling salesman. "Copy" must give facts in an honest, sincere and convincing manner. Anybody can buy space but few can write "Copy" that creates sales. A telephone call will bring me to your office, ready to serve. Why delay?

FREDERICK M. HAHN
General Advertising Service
79 Adelaide Street East, Toronto
Telephone Main 7559 - Hill. 2074W.

The Galt Daily Reporter's

advertising columns show an increasing use being made by both national and local advertisers because The Reporter covers the city of Galt, the towns of Preston and Hespeler and the surrounding rural district.

Since it is the only daily paper published in South Waterloo, would it not be advisable to include it in your Fall List?

GALT REPORTER LIMITED
GALT (Member A.B.C.) ONTARIO
U.S. Representative—GEO. B. DAVID CO., INC., New York City

Influencing The Drug Trade.

In probably no other line of business has the retailer more influence over the purchases of his customers than in the drug trade.

The retailer can, in three cases out of four, sell to the buyer the line he (the retailer) recommends. It follows, therefore, that advertisers wanting to get the largest sales through the drug trade should pay especial attention to influencing the retail druggist.

The Retail Druggist of Canada

is devoted to the merchandising problems of the retailer, and has won as year-after-year subscribers over 70% of the entire retail trade—a much larger proportion of the progressive stores.

Rates on application

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL 51 Wellington W., TORONTO

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

How's Business?

IT'S good in VANCOUVER and BRITISH COLUMBIA as a whole. The lumber industry is flourishing—not making war-time profits it is true—nevertheless, all big mills are working to capacity. Our sunny valleys report the largest fruit and vegetable crops in their entire history. Prices are not abnormally high, but there is a ready demand. The fishing industries report a small "catch". But this is not altogether a bad condition, as huge stocks were carried over from last year, and are now being disposed of at fair prices. Yes,—take it all in all—business is good. One departmental store manager says: "To give the service that we'd like to give our customers, we should double our floor space at once to meet this year's increased business." The manager of a leading men's clothing establishment says: "Last year's increase in volume of business was the greatest in our history. This year's increase greatly exceeds that of last year." Both merchants are users of much daily space it the VANCOUVER DAILY WORLD. Also, some Eastern manufacturers are "cashing in." Are you?

Vancouver Daily World

FOR INFORMATION
Eastern Agent
J. B. Rathbone
95 King East, TORONTO. 317 Transportation Bldg., MONTREAL.
And Recognized Agencies

50 Years Ago the Advertiser Traveled a Rough Road

His efforts to sell goods were confined mainly to individual announcements and to the community in which he kept shop.

Today the world is his market

—through "Mass Salesmanship" via the route of reputable publications he can carry his advertising message into every nook and corner of the United States and the Dominion of Canada.

To protect him, he can get an accurate check on any up-to-date publication from the *audited* circulation figures on the first page of an Audit Bureau Circulations report

—and in addition, on the other pages of the report he can get authentic information about the publication's distribution, influence and reader interest.

This prevents buying white space on a "hunch."

Carefully studied, the inside pages of an A. B. C. report help him to get full value for every advertising dollar he spends

—the most far-reaching, authentic selling help evolved within the last fifty years.

Be sure to get your copy of "Scientific Space Selection," the new A. B. C. book. A guide to every advertiser, space-buyer and publisher who is interested in the sale or purchase of white space. *Price, two dollars and a half.*

Audit Bureau of Circulations

101 South State Street Chicago · 347 Fifth Avenue New York

Nova Scotia First!

By the uniformity of her stock and by the diversity of her resources, Nova Scotia is the best placed Province in the Dominion of Canada.

Her strength comes not from supremacy in fishing, farming, orcharding, lumbering, mining, or manufacturing—though she excels in all these—but from an equal balance of these big factors in success.

When your Nova Scotian can't fish, he farms. When he can't farm, he goes into the woods. When lumbering is over, he works in the cities or the mines. Diversity prevents adversity!

That's ***why*** Nova Scotia is stable, ***why*** it is successful, ***why*** it's a big market for your merchandise.

First In Nova Scotia!

Advertising in the Halifax Herald is sold on the guarantee that it has the largest net paid circulation in the morning field in Nova Scotia—2782 daily ahead of nearest competitor by latest authentic figures.

The Halifax Herald is supreme in the morning field, The Evening Mail supreme in the evening field, and combined they have a present net paid circulation guaranteed to be in excess of 28,000 daily—more than 10,000 greater than their nearest competitors combined. The Sunday Leader, the only pictorial published in the Maritime Provinces, offers a further sales channel of 8,000 copies weekly.

THE HALIFAX HERALD

THE EVENING MAIL

AND

THE SUNDAY LEADER

HALIFAX,
Canada.

Volume XV.
Number 20

TORONTO OCTOBER 15th, 1921

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by
W.A.Lydiatt

Birks

Nearly Sixty Years Ago

WAY back in the '60's in a little 15 foot store, was started a business whose premises now extend from Halifax to Vancouver, and whose buying and selling influence is felt practically all over the civilized world.

The half dozen palatial establishments of Henry Birks and Sons, Limited, located in the most important Canadian cities, are the outward and visible signs of a business which in volume takes second place to but very few in the British Empire.

For many years we have been actively connected with the publicity of this all-Canadian institution—one time pioneers, and now leaders, in jewellery manufacture and merchandizing.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO Drummond Building, MONTREAL.

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Inseparable—

National Advertising And Magazines

NATIONAL advertising implies *Magazine* advertising. National advertising and national advertisers are unquestionably the outgrowth of magazines.

Many of the biggest advertisers today, whose goods are established in every community on the continent, made their small beginnings as *national advertisers* when the volume of magazine circulation, in proportion to population, was no larger than is now available in Canada.

Many of these advertisers originally confined their advertising to magazines. Some of them have been *exclusive magazine advertisers* during all the years since they began.

Of the 8,000 national advertisers on the continent a large proportion of them become national advertisers by running "a little advertising in a few magazines." Later, they took on a few more, and in many cases increased their space. Then, as the national influence of this advertising was felt in the different sections of the country, their magazine advertising was supplemented with newspaper advertising, posters, car-cards, and other local media.

In Canada today there is actually available more magazine circulation in relation to the size of the market than is customarily employed by advertisers in the United States to "cover the country."

The magazines of national influence listed below, give advertisers as much "coverage" in Canada as is afforded in the United States by the most frequently used groups of magazines in that country.

(*All Members A.B.C.*)

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

Woman's Century
TORONTO

World Wide
MONTREAL

BUILD *National* PRESTIGE WITH MAGAZINES

All these Magazines are members of the Canadian National Newspapers and Periodicals Association, 70 Lombard Street, Toronto. Data gladly furnished.

Lord Byng at Disabled Veteran's Hall in Montreal

This photograph appeared in the Montreal French Daily "La Patrie" on September 7th. It shows Canada's new Governor-General, Lord Byng of Vimy, and Lady Byng, leaving the Hall of the Disabled Soldiers' Association in St. Denis Street, Montreal. It was here that Lord Byng autographed a copy of the September 1st issue of Maclean's Magazine to be sold at auction at the bazaar held by Montreal society leaders for the benefit of the disabled veterans of that city.

Use Magazines First

The advertising manager of an internationally-known manufacturer who has made an outstanding success of his advertising during the past few years, wrote recently as follows:—

"National magazines, having both the proper quantity and quality of circulation enable an advertiser quickly to bring his product before the attention of a desirable and influential class of buyers throughout the whole country at less expense than could be done in any other way.

"When an advertiser either has not the means or the inclination to invest the amount of money that would be required for a combined magazine and newspaper campaign, then his best course is to use the magazine first. My own notion of an ideal advertising campaign is liberal use of the magazines to get the class, with newspapers at certain more congested points of population to get the mass.

"Of course, some might say that the sale of a box of face powder, an electric sweeper, or a can of soup, is a sale no matter who buys it, but we believe that if the sale is made to a woman whose social position is such that it may influence fifteen or twenty other sales, it is worth a great deal more than if made to one who has not that influence.

"Eventually, perhaps, we shall do a certain amount of newspaper advertising, but we believe that the prestige and permanence that accrue through the use of magazines, and their influence among the more substantial people of every community are no small part of the returns from our investment, and we are not likely to take on newspapers until we have come much nearer to exhausting the business possibilities of the magazine field than we have yet done."

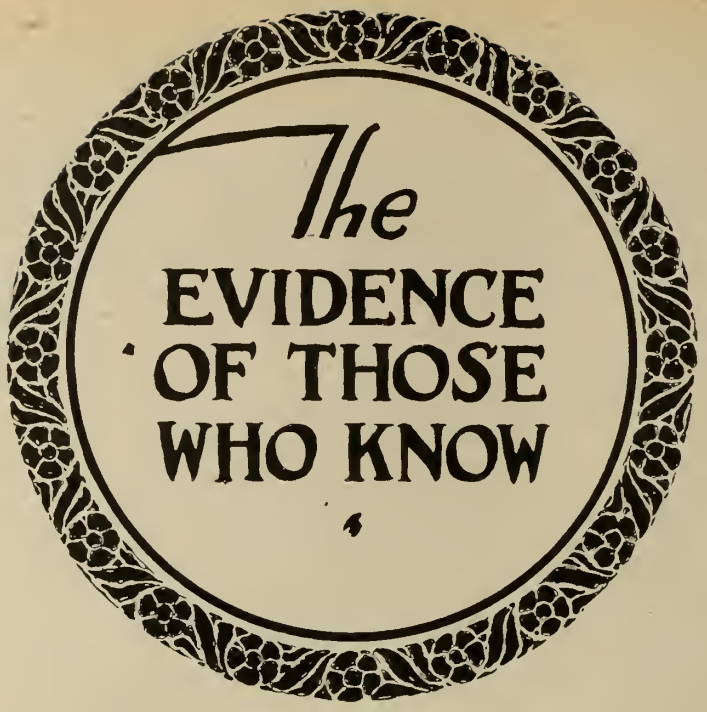
National Magazines give to advertised articles a national standing, a prestige and a quality reputation that no other kind of advertising has ever been able to give.

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Write for A.B.C. data, Rates and Sample Copies.

The Maclean Publishing Company, Limited, 143 University Avenue, Toronto, Ont.



MANUFACTURERS and others seeking sales in the Montreal territory will be interested in the experience of many large advertisers, both national and local, who have achieved marked success in Canada's largest trading centre.

The Gazette, Montreal, has recently issued a booklet, bearing the title above, containing 44 letters from manufacturers and merchants, who have found The Gazette an unusually effective medium for the sale of their merchandise.

Firms which have not yet entered the Montreal field, or are seeking sales without the backing of vigorous advertising, will in these letters find the testimony of these 44 concerns as to the responsiveness of the territory when cultivated through the columns of The Gazette—

"Canada's Best Newspaper"

A copy of the booklet will be mailed on request to anyone interested.

The Gazette

MONTREAL

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

NEW YORK
Gilman, Nicoll & Ruthman
World Building

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C.

BOSTON
Gillman, Nicoll & Ruthman
Tremont Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

BEARING out what we said in this place recently the September number of *Lefax*, a monthly service of digested articles from business publications, devotes more than two pages to a digest of one of Louis Balsam's articles in MARKETING. Prentice-Hall Inc., another Business Information Service, in their latest bulletin, digest and index five articles from the last two issues of MARKETING to come into their hands.

* * *

Both these services, of course, are American. We mention what they are doing because no doubt many of our readers who enjoy and profit by reading MARKETING will be interested to hear that this magazine is achieving recognition among those who have been too prone to ask—"Can any good thing come out of Canada?"

* * *

That our readers *do* enjoy and profit by reading MARKETING we cannot doubt. Letters that tell us so are too obviously sincere to be lightly regarded. One such came to us the other day from H. S. Beecher, who recently left the sales-managership of the Gillette Safety Razor Company to take a similar position with Society Brand Clothes Ltd. In a letter notifying us of his change of address Mr. Beecher wrote: "Each issue of your excellent publication is still being thoroughly read, and as one should not wait until a man is deceased before he compliments him on what he does, I must say that you are issuing a cracker-jack publication. You deserve all the credit that is due you."

* * *

Another example, and a more unusual one, of the eagerness with which MARKETING is sought, occurred early this month when the Westinghouse Lamp Company, New York City, *telegraphed* us to start a subscription at once and send immediately back numbers for the past seven months.

* * *

We find, too, that Canadians and Americans in many out-of-the-way parts of the globe are discovering the existence and recognizing the usefulness of MARKETING as a means of keeping them in touch with business conditions in this northern half of the new world. In the last month or two subscriptions have come in from Trinidad, Norway, Calcutta, Italy, France and Belgium.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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ADVERTISING AFFILIATION MEETS IN CANADA FOR FIRST TIME 720

Published on the First and Fifteenth of Each Month at 53 YONGE STREET, TORONTO, CANADA.

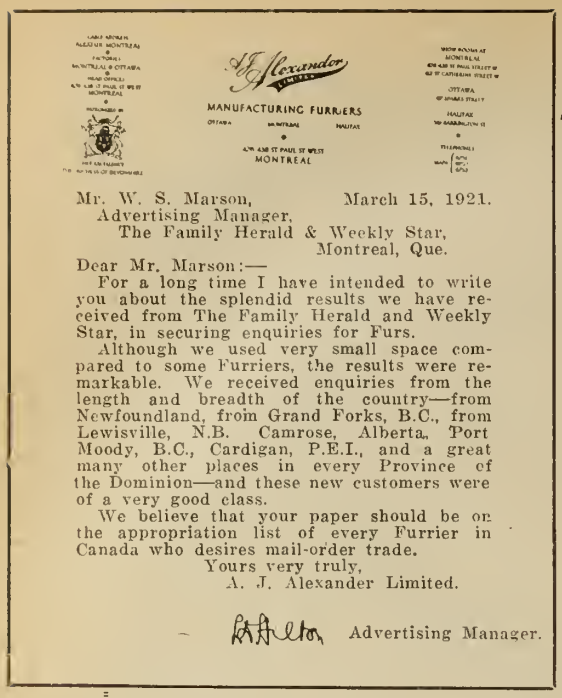
Entered in the Post Office at Toronto as second class matter.

Member Audit Bureau of Circulations.

W. A. LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $2.50 a year; elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.



A. J. Alexander Limited

MANUFACTURING FURRIERS

OTTAWA MONTREAL HALIFAX

476 ST PAUL ST WEST MONTREAL

Mr. W. S. Marson, March 15, 1921.
Advertising Manager,
The Family Herald & Weekly Star,
Montreal, Que.

Dear Mr. Marson:—

For a long time I have intended to write you about the splendid results we have received from The Family Herald and Weekly Star, in securing enquiries for Furs.

Although we used very small space compared to some Furriers, the results were remarkable. We received enquiries from the length and breadth of the country—from Newfoundland, from Grand Forks, B.C., from Lewisville, N.B. Camrose, Alberta, Port Moody, B.C., Cardigan, P.E.I., and a great many other places in every Province of the Dominion—and these new customers were of a very good class.

We believe that your paper should be on the appropriation list of every Furrier in Canada who desires mail-order trade.

Yours very truly,
A. J. Alexander Limited.

Advertising Manager.

The Greatest Mail Order Medium In Canada

FOR Fall mail order campaigns leading up to Christmas shopping and the big Winter trade, *The Family Herald and Weekly Star* is placed at the top of the list by nine out of every ten successful advertisers.

Under severe tests, extending over a number of years, this popular journal has made and held consistent records for producing "the greatest volume of returns at the lowest cost per order or enquiry."

Having subscribers in the best one out of every five farm homes in every province from the Atlantic to the Pacific, The Family Herald and Weekly Star reaches out and touches the other four homes in each community—influencing a buying market of vastly greater proportions than its circulation of 150,000 would indicate.

The circulation of The Family Herald and Weekly Star is exceedingly flexible and adaptable for purposes of advertising. Three distinct propositions are offered :

1. The combined circulation of all editions, covering every province, county and township in Canada, at 50 cents per line.
2. The WESTERN Family Herald and Weekly Star covering the Prairie Provinces and British Columbia, at 30 cents per line.
3. The EASTERN Family Herald and Weekly Star covering Ontario, Quebec, Maritime Provinces and Newfoundland, at 30 cents per line.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

MONTREAL, *Established 1870* **CANADA**

BRANCH OFFICES

New York	Chicago	Toronto	London, England
DAN A. CARROLL, Representative	J. E. LUTZ Representative	M. W. McGILLIVRAY Representative	M. A. JAMIESON Representative
150 Nassau Street	First National Bank Bldg.	182 Bay Street	17 Cockspur St., S.W.1

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Vol. XV. OCTOBER 15th, 1921 No. 20

WHAT WE ARE DOING TO INCREASE SALES

How the R. S. Williams & Sons Co., Ltd., uncovers new prospects by rendering slight service to old customers—incidentially making sales to the customers. Dealer conferences found valuable. Told to "Marketing" in an interview

By A. L. Robertson

Advertising and Promotion Manager R. S. Williams & Sons Co., Ltd., Toronto.

IT was an afternoon during one of the hot spells this summer. Mrs. Jones had partaken of a light lunch and washed the few dishes which that noon-hour function had rendered necessary.

With a copy of the previous evening's newspaper in her hand, she was on the point of sitting down to conclude the instalment of the serial, when the front door bell rang.

A cautious observation through the window curtains revealed that the caller was not Mrs. Jones' loquacious next-door neighbor, as she had feared, but a young man, quietly and neatly garbed. He carried a small but business-like grip.

"Good afternoon," said the visitor, as Mrs. Jones opened the door. His words were accompanied by an ingratiating smile.

"I have called to tune the phonograph," he explained.

Tuning the phonograph was "a new one" to the lady and she looked somewhat suspicious. As he spoke, the young man presented a neatly engraved card. Adjusting her eye glass, Mrs. Jones read the name of a firm from whom her husband had bought an Edison phonograph six months before.

"We like to keep tab on all the machines we sell," exclaimed the smiling caller, "and, if you will permit me, I will give your Edison the once over and adjust any little errors that may have developed. Of course, this service will cost you nothing."

It sounded good to Mrs. Jones. In spite of the humidity she permitted a smile of welcome to tilt the corners of her mouth. She ushered her visitor into the living room where the Edison was installed in state in its corner. Gratefully she subsided into the depths of an easy chair to watch operations.

Having set the phonograph in motion, the young man stood listening intently for a few moments.

"Not much wrong there," he announced as he stopped the motor, "just the faintest trace of flatness."

Opening his grip, the speaker took out a shining instrument which he fitted carefully to the spindle of the record table.

"This is the tuning attachment," he explained. "and with its aid we'll have the machine right as rain in no time."

Makes Record Sales

He was as good as his word. With a deft touch here and the turn of a screw there, he had the tone as perfect as on the day the machine left the testing room. Taking from his grip a newly released Edison record, the operator slipped it on the machine. To music-lovers there is something about "the melody that's sweetly played in tune" which is as cooling as an Indian Summer breeze. Mrs. Jones' head nodded in time with he music and she quite forgot to remember the heat. Her mental receptivity was ideal for any suggestions the salesman might consider it wise to insinuate.

"I guess you'd better leave that record," was her verdict as the music ceased.

Smilingly the salesman slipped on another new record.

"Some of your friends would like that machine, I know," he remarked.

"Indeed they would," agreed Mrs. Jones.

She proceeded to give a list of an aunt, two cousins and several neighbors who had at various times expressed a desire to own a similar instrument.

"Do you mind giving me their names and addresses?" asked the salesman, taking out his notebook.

It was surprising how many names suggested themselves to Mrs. Jones' mind. Each found a place in the notebook, and when the caller left he had the list of prospects for which his phonograph-tuning service had been a piece of innocent camouflage. His business now was to persuade as many of the prospects as possible to allow him to place an Edison phonograph in their homes for three days' trial without cost or obligation of any kind whatsoever.

Hesitate at Trial Offer

"That is the hardest job of all", declared Mr. A. L. Robertson, advertising and promotion manager of the R. S. Williams & Sons Co. Ltd., Edison distributors, Toronto, who had been outlining the foregoing "Sales Aid Service" plan to a representative of Marketing.

"We find it almost impossible to persuade people to have an Edison placed in their homes on trial. They baulk at the possibility of the neighbors seeing the machine being removed should they decide not to keep it. Neighbors are so apt to form wrong and unflattering conclusions! It may be pride or prejudice, but whatever it is, it keeps

many a door closed against us. So far we have devised no plan that completely solves the problem."

"The nearest we have got to a solution is our Sales Aid Service," continued Mr. Robertson.

"The tuner who calls on Mrs. Jones is really a salesman. The small service he renders, plus his tact, wins the lady's confidence and he invariably secures a number of prospects from Mrs. Jones' list of personal acquaintances. He visits all of them and says Mrs. Jones has suggested they might care to have an Edison phonograph on trial for three days. The fact that the prospect is a personal friend of Mrs. Jones, and that the suggestion comes from her, makes the idea more welcome than if it appeared to originate in the ordinary way with the salesman. Mrs. Jones' introduction frequently suffices to overcome prejudice and enables us to place a large number of trial phonographs in homes where ordinary solicitation would fail. Incidentally, the plan also disposes of a large quantity of new Edison records."

This close personal touch is adopted by the R. S. Williams & Sons Co., both with the ultimate customer and with the dealer. In the case of the latter, the method adopted is the periodical district conference held at various convenient centres throughout the company's territory which includes the whole of Canada with the exception of the Maritime Provinces and British Columbia.

When the high tide of war-time prices began to subside, dealers asked why the R. S. Williams Co. did not get into line and announce substantial reductions. To allay ruffled feelings, Mr. Robertson issued circulars and form letters explaining that prices had never been materially increased and that sweeping cuts were impossible. In spite of all efforts to stem the tide of discontent, complaints became louder and more numerous. More form letters flew over the land. Grumbling was not allayed. What was infinitely worse, it grew into indifference. Sales fell off alarmingly.

"It was perfectly obvious that our carefully prepared material was not being read by the dealer," confessed Mr. Robertson.

"Our facts and arguments were perfectly sound and logical, and we knew the dealers were reasonable men. All that was necessary was to devise some method whereby we could make them familiar with our point of view".

Dealer Conferences the Solution

The outcome was the district conference. A schedule covering the entire territory was planned, the first conference being held at London, Ont., where about twenty dealers were present as guests of the Williams Company. Delegates were invited to attend for the purpose of airing their grievances. A carefully arranged printed program covering the company's selling policy, each item led by an executive and followed by general discussion, was prepared. The conference began at 9.30 a.m. and concluded with dinner at 6 p. m.

The scheme was entirely successful. Men who came to "cuss" remained to dine. Every dealer present had arrived with a chip on his shoulder. All returned home enthusiastic to the limit, and perfectly satisfied that they were backed by a concern doing its utmost to keep them.

Equally successful gatherings were held at Guelph, Peterboro and Ottawa.

"Our series of conferences absolutely established dealer goodwill", said Mr. Robertson.

"We fully and frankly met every question and criticism. Nothing was shelved or left vague and undecided.

"Numerous minor misunderstandings, as well as the big bone of contention, came up for discussion. We learned a great deal of which we were ignorant concerning the difficulties our dealers have to contend with constantly, and that knowledge has been of the utmost value to us. Full minutes of the talk and discussion at each conference were made, and these records provided a mass of the most useful data to guide us in our relations with the dealers".

"Decidedly, these conferences have increased our sales," admitted Mr. Robertson, in reply to a question.

"We have succeeded in establishing personal relations with the men who are working for us in our territory. A letter—even a form letter—signed by one of our executives, is no longer a formal thing. It is a communication from a friend and is read in that light. We have been so encouraged by the good effects of these round table talks that we intend to make them a feature of our sales policy in the future".

* * *

"CONTRACTS ARE OURS!" SAY ADVERTISERS

Strong protests are registered over attempts to have contracts recognised as agents' property. Dissatisfaction with agency situation increasing. Advertisers taking steps to protect their interests. Advertiser-agent contract suggested.

THE determined effort on the part of two Canadian advertising agents to establish themselves as principals in advertising contracts made on behalf of their "clients" has brought the whole question of relations between advertisers, agents and publishers into the open during the past few weeks, and has crystallized attention upon the breach between the interests of advertisers and publishers which is being constantly widened by the assumptions, demands and practices of a few agents, whose activities threaten the stability of advertising procedure in Canada.

The issue has arisen through the desire of two large national advertisers to change their agents. The case which has achieved most notoriety concerns the advertising account of Ames Holden McCready Ltd.

For several years past this advertiser has been a client of the Smith, Denne & Moore Advertising Agency. During the past year contracts were placed by this agency for this advertiser with numerous Canadian newspapers and other periodicals, in many cases at rates lower than those now in effect.

For his own reasons the advertiser decided to employ the services of a different agency, and publishers were accordingly notified that his advertising would hereafter be placed, and uncompleted contracts carried out, through a Montreal agency.

Thereupon a protest was registered with publishers by the former

agent to the effect that the uncompleted contracts for Ames Holden McCready advertising were its property, and forbidding their "transfer to any other agency". Publishers were given to understand that they would be held responsible for the commissions earned by space used under such contracts due, it was claimed, to the agent making the contract The advertiser was not entitled to any lower rates secured by the contracts which had been made with his authority, unless such contracts were completed through the former agent.

The publisher's position in the dispute was embarassing. He had perfectly good contracts which the advertiser desired to complete. These contracts were not "good" for the advertising of any other firm. Nor were they any good to the agency which had lost the account—if the advertiser did not authorize the insertion of additional advertising through it. The publisher could hardly insist on short-rating an advertiser for non-completion of a contract which he was quite ready to fulfill. Naturally enough, therefor, publishers, with few exceptions, have expressed their willingness to complete such contracts through the new agency—thus recognizing the advertiser's right to any advantage in rate secured by any contract covering his advertising.

Agents Not Without Rights

The agency's equity in such contracts can hardly be denied. In many cases the agent does a great deal of work and goes to considerable expense with the expectation of commissions to be earned by the carrying out of contracts which have been authorized by the advertiser. It may well be advisable to provide against such contingencies. But the responsibility for this would seem to be the agent's. Agreements providing for payment for work done, in the event of the expected advertising not being completed, should protect the agent fully.

Whether he is legally entitled to "forbid" the insertion of copy on another agent's instructions under contracts issued by him is some thing it would be interesting to determine. His claim for commission from the publisher for such advertising can, however, hardly be taken seriously. As one publisher put it to MARKETING: "We are quite willing to allow him the commission in the usual way—to be deducted when payment is made for advertising inserted on his order. His contract provides for commission to be deducted in this manner. But how can he do it, if he cannot authorize the insertion of the copy, and is not paying for it."

Nevertheless, some of the agencies have been most persistent in their endeavors to establish their "rights" in contracts by agreement between themselves and publishers. Negotiations have been under way for nearly two years seeking to arrive at a satisfactory agreement between publishers and agencies, covering their business relations. It is such demands as this, which some agents have sought to incorporate in the proposed agreement, that have prevented its completion—and incidentally have caused a serious split in the ranks of the agents themselves.

Agreement Excites Criticism

Copies of this proposed agreement have found their way into the hands of some advertisers—and much caustic comment is made regarding several of its clauses, particularly that which is interpreted as penalizing the advertiser in the event of his changing agents. As quoted by one advertiser, it reads:

> 14. All parties to this agreement agree that, in cases where the Advertising Agency has entered into a duly authorized advertising contract with the Publisher, and the advertiser desires to transfer the account to another agency during the period of such contract, the two advertising agencies interested should endeavor to agree upon a mutually satisfactory basis for such transfer, and in that case the Advertising Agency to which the account is transferred, should send to the Publisher, along with its own contract, a letter assuming short rate obligations under the old contract, a copy of the letter from the first Advertising Agency consenting to the transfer. In cases where the two Advertising Agencies interested are unable to agree upon a mutually satisfactory basis of transfer, the second agency shall send to the newspaper a *new contract at current card rates for* its requirements, and the first agency shall *pay short rates for space used on its contracts.* The Publisher agrees to insist upon similar procedure from all other advertising agencies under like circumstances. Nothing in this agreement shall be interpreted as preventing an advertiser from using the services of two or more recognized agencies.

It is seriously questioned by some that any such clause will ever be incorporated in any agreement which is to meet the approval of all agents or of all publishers. What advertisers think of it was stated in no uncertain terms by representative advertisers interviewed by MARKETING on this question of "Whose contracts?"

R. W. Ashcroft, in charge of advertising for Ames Holden McCready Ltd., has not hesitated to express himself most positively in communications to individual publishers and to the publishers' association protesting against recognition of any such demand as has been made by his former agent. To MARKETING he said:

"The question of Agency Relationships has at last reached a stage which makes it incumbent upon all national advertisers to voice their opinions on the subject, and to speak in no uncertain terms.

"I was never more amazed in my life than to read the barefaced proposition of the Advertising Agencies' Association of Canada to the C.D.N.A. to rope and hog-tie the national advertisers of Canada.

"Its execution, as it stands, would not only be a violation of Section 498 of the Criminal Code of Canada, but would re-act as a most lamentable boomerang to newspaper advertising in general.

"That it represents the unanimous view of all, or even a majority of the members of the Agency Association, I do not for one moment believe; that the members of the C.D.N.A. will stand for it is also as inconceivable.

"To be sure, a publication should have uniform rates for its space; its commission to agencies should likewise be uniform; and it is entitled to decide either singly or in conjunction with other publications as to which is a legitimate agency "entitled to recognition," and which is not.

Advertiser Penalized

"The advertiser, however, should not be penalized by the enforcement on *all* agencies of rules and regulations which prevent some agencies from engaging in fair competition, and which reduce or remove the advertiser's chance of getting the best value and service for his money.

"For we are not interested merely in the purchase of blank space as such—we are mainly interested in what goes into that space.

"We want good, sound, intelligent, impartial advice about our sales and advertising problems, and we believe that some agencies have the brains to furnish it and that the others could equip themselves to do so.

"But, to do so, they must become, in fact as well as in name, advertiser's agents instead of advertising agents.

"They must drop the two-faced, heads-we-win-tails-you-lose attitude they at present assume towards the

man who pays the piper—towards the advertiser.

"The proposed agreement is to be among three parties, viz.: the individual publisher, "hereinafter called the Publisher"; the individual agency, "hereinafter called the Advertising Agency"; and the C.D.N.A., hereinafter called the Publishers' Association."

"I protest that the proposed agreement has a serious omission. There should be a fourth party to it, viz.: the Advertiser, "herein and forever after called The Goat."

"In Clause 1, the Agencies agree to continue to prostitute themselves. They admit that they are official solicitors for the publishers, but they do not agree to represent themselves as such to the national advertisers.

"No, they will continue to seek employment from advertisers in the capacity of wise and expert counsellors, with the advertiser's interests solely at heart, and, for their valuable services, they will ask no pay.

"A most apt simile to their position was recently given by a member of the A.N.A. He compares them to a doctor who is called in to minister to a sick man. The doctor diagnoses the case, and indicates the diet, gives a lot of advice, and writes a prescription.

"When asked what his fee is, he says: 'Oh, my services and advice to you are free—they cost you nothing. The druggist who fills this prescription will pay my bill.'

"Who—even among advertising agents—would employ a doctor who got his pay from the druggist? Who—among national advertisers—wants to "employ" an advertising agent who gets his pay from the publisher?

"That is the gist of the whole thing.

Form of Agreement Suggested

"I have drafted what I consider to be a businesslike and satisfactory form of agreement as between Agency and Advertiser. I think it will appeal strongly both to Publishers and Advertisers. I know it does appeal to *some* of the Agencies.

"And as one of the prospective Goats of the *other* Agencies, I propose the following amendments to the agreement between Publisher, Agency and the C.D.N.A.

"The first clause should be amended to read:

The Publisher agrees to accept national advertising from the Advertising Agency so long as the said advertising Agency is recognized by the Publishers' Asssoction in accordance with requirments for recognition adopted by the Publishers' Association.

Agreement made and entered into this..... .... day of.....1921, by and between.. .... .hereinafter called the Advertiser, and..... ....hereinafter called the Agency,

WITNESSETH:

WHEREAS, the Advertiser is engaged in the manufacture and sale of , and desires to advertise said goods in publications and through other media; and

WHEREAS, the Agency is engaged in the business of preparing, placing and checking all forms of advertising and of advising manufacturers and others with regard to merchandising and sales:

NOW, THEREFORE, IT IS HEREBY AGREED by and between the parties hereto, in consideration of the sum of one dollar, receipt whereby is hereby acknowledged, and for other good and valuable consideration, as follows, to wit:

1. The advertiser hereby appoints the Agency as its sole representative for the preparation, placing, checking and general supervision of any and all advertising that it may undertake during the term of this agreement, whether in publications, outdoor bulletins, posters, street cars, or in any other manner whatsoever; and the Agency agrees to act in said capacity for the Advertiser.

2. The Agency agrees to make a thorough study of the sales and merchandising methods of the Advertiser, and to keep in constant touch with its activities; to thoroughly investigate market conditions as related to its products, the competition thereto, and the sales possibilities thereof; and, based on its said study and investigation, to impartially advise the Advertiser as to the best methods for augmenting through advertising, and in any other way, the sale of its goods.

3. As compensation for the services to be rendered by the Agency, as per paragraph 2, the Advertiser agrees to compensate the Agency as follows:

(a) For newspaper, farm paper, magazine, trade paper and other publication advertising, the Advertiser agrees to pay the Agency the net amount, less cash discount if any, paid out by the Agency for the account of the Advertiser, plus a commission of percent on said net amount of disbursements; payment to be made by the Advertiser on the last day of the month, following the month in which said advertising was published; except in the case of publications allowing a cash discount, which account shall be paid on or before the discount date if the Advertiser desires to avail himself of said discount.

(b) The Advertiser shall reimburse the Agency at cost for all drawings, paintings, designs, etchings and other art work executed by the staff of the Agency, and for all typesetting, plates, mats and shipping charges, but not for postage on correspondence, and shall pay the Agency its cost, plus percent service charge, for all drawings, paintings, etchings, designs and other art work executed by and bought from other than members of its staff.

(3) For poster advertising, outdoor display and street car advertising, the Advertiser agrees to reimburse the Agency for the cost thereof, plus a service fee of percent.

(d) For the preparation of dealer helps and direct-by-mail advertising matter, the Advertiser agrees to reimburse the Agency for all expense for same incurred by the Agency outside of its own organization, plus a service fee of percent.

(e) The Advertiser agrees to pay the Agency a service fee, to be mutually agreed upon, for any special work undertaken by the Agency for the account of the Advertiser, such as special market investigations, checking and reporting on competitive advertising, etc.

4. The Agency agrees that during the term of this contract it will not handle, directly or indirectly, or give advice relating to, any account which the Advertiser may deem to be competitive, or prejudicial to his interests.

5. The Agency agrees to pay promptly for all advertising, services, or advertising material purchased for the account of the Advertiser and to assume the credit risk therefor.

6. The Agency agrees to furnish the Advertiser with copies of all contracts made for its account; to furnish proof of insertion of all publication advertising, and to check the performance of poster advertising, outdoor bulletins and street car advertising.

7. At the termination of this agreement the Agency agrees to transfer to the Advertiser, or such party or parties as the Advertise, may designate, all contracts made by the Agency, or orders given by it, for the account of the Advertiser; said contracts or orders to be free and clear of all claims for commissions or service fees on unexexpired business that the Agency would have had, had it continued to act for the Advertiser until the completion of said contracts or orders. The Advertiser agrees to assume and unfilled obligation under said contracts or orders so transferred.

8. This contract shall remain in force until terminated by either party hereto upon sixty days' notice given to the other party in writing.

IN WITNESS WHEREOF the parties hereto have signed and sealed these presents the day and date hereinabove written.

Witnessed by

....

....

Outline of Agreement, suggested by Mr. Ashcroft, which should exist between every advertiser and his agency

"The eleventh clause should be changed to read as follows:

The publisher and the Publishers' Association agree that the Advertising Agency may transact its business with each and all of its clients in such manner as may be mutually agreed upon between said Advertising Agency and said clients; and that no restrictions whatsoever are or shall be placed upon said Advertising Agency as to the manner in which it shall bill its clients for space contracted for on their acount.

"The fourteenth clause should read:

All parties to this agreement agree that in cases where the Advertising Agency has entered into a duly authorized advertising contract with the Publisher and the Advertiser desires to transfer the account to another advertising agency during the period of such contract, such transfer shall be promptly made, the Advertising Agency to whom the contract is transferred assuming all obligations under the unexpired part of said contract, including short-rating, if any should subesquently occur.

In the event of transference of account to another agency, the Advertising Agency agrees to render to the Advertiser a complete statement of contracts, insertion orders and standing of accounts; and also agrees to place at the disposal of the Advertiser all cuts, plates, mats and drawings paid for by the Advertiser.

Nothing in this agreement shall be interpeted as preventing an advertiser from using the services of two or more recognized advertising agencies.

"With these amendments, the proposed agreement should be eminently satisfactory to national advertisers; it would place the agency business on a professional basis, and do away with secret rebates and other questionable practices; and it would not reduce one iota the volume of newspaper advertising used by national advertisers, as has been amply demonstrated in the U.S."

His ideas of the basis on which advertising agents should work for national advertisers he incorporated, for MARKETING, in the proposed agreement which is submitted herewith.

Other Advertisers' Views

Other advertisers interviewed were in accord with Mr. Ashcroft regarding the advertiser's rights under contracts, and some follow him in his contention that the basis of agents' remuneration should be changed.

"I can assure you that this proposed agreement is creating a great deal of feeling amongst advertisers," said Clifford Elvins, advertising manager of the Imperial Life Assurance Company. "If clause 14 is insisted on, a great deal of advertising will be diverted from publishers to the undoubted benefit of billboard and direct-mail people. The present situation has arisen solely through the existing method of remunerating agents. The commission system should be abolished and agents should charge a stated fee for their services. This common-sense method will clear away all the misunderstandings between publishers, agencies and advertisers."

W. M. Mackay, advertising manager for Lever Brothers, Ltd., Toronto, "decidedly objects to the proposed agreement in its main clauses. "It adds further," he says, "to a situation which is already too complicated.

Whom Does Agent Serve?

"At a recent meeting between representatives of the A. C. A. and the C. D. N. A., the latter held that the agencies were the "servants" of the publishers. At a later period of the same meeting, Mr. J. E. Atkinson, President of the C. D. N. A., appeared and maintained that the agencies were the "servants" of the advertisers. He subsequently qualified this by describing the agencies as "jobbers".

"When the agency goes out for business they say they are working for the advertiser. The old saying that "No man can serve two masters" is as true today as it was a thousand years ago.

"In my opinion, the C. D. N. A., or previously the Press Association, have been giving so much attention to the agencies that they have overlooked the advertiser, who foots the bill. We refuse to be bound down by any new agreement they may put through between them and regarding which we have not been consulted.

"To my knowledge, for over twelve years, and ever since the A. C. A. was instituted, the Press Association, or C. D. N. A. have never consulted the advertisers either individually or through the A. C. A. with regard to any proposed rules and regulations regarding advertising. On the other hand, to my knowledge, they have never failed to consult the agencies.

"So far as clause 14 is concerned, we are going to insist that our advertising henceforth is in our name and on and for our behalf. Supposing any agency went into bankruptcy, what would be the position of the advertiser if the proposed rules went into effect? If there were less regulations and more common sense it would be better all round. Certain papers say they look on the advertising contract as being made with the advertiser; others take the opposite view. We want to make this definite. If the agent is the "servant" of the publisher the latter can not make a legal agreement with their own servant binding the advertiser.

"While the C. D. N. A. seek to bind advertisers, certain of their own members make their rules pliable and allow additional discounts to agencies as an incentive to bring more business to their papers.

"We are perfectly satisfied with our agency and contemplate no change, but we should like to see a more sensible arrangement in force between advertiser and agent. We want to see the rule of paying commission to agents abrogated so that we can pay for service rendered on an equitable basis to be determined by us and our agency.

"We are sending a letter to all the papers we advertise in, stating our position unequivocally, as we believe this is the only way to get the situation clarified."

Bad for Buyers

J. A. Ross, managing director of Wm. Wrigley Jr. Co. Ltd., probably the biggest user of newspaper space in Canada, believes the proposed clause "would be a very bad thing for the buyer of advertising. In the event of a transfer to another agency it would be possible for the old agency to use the clause as a means of forcing a new contract at a higher rate.

"We are probably the largest buyers of newspaper space in Canada—using three million ¼ page ads. yearly in the daily and weekly press—and at no time in the past twelve years would we have cared to make new contracts at current rates where we had favorable contracts at old rates. We would not agree to a new contract so long as an old one remained unexpired. The old contract should continue under a new agency precisely as under the old. We settle our advertising policy in all particulars and our agents carry it out. In the extremely improbable event of our changing our agents we would not countenance any suggestion of a new contract.

"If we sold a carload of gum to a wholesaler through our agent and found it necessary to appoint another representative to complete the transaction, we could not expect our customer to agree to accept an entirely new contract because he is negotiating with another agent. The case seems to us to be a parallel one, and it would be equally unreasonable for the publisher to demand a new advertising contract simply because

we had changed our advertising agents.

"The Agencies are going too far" in the opinion of J. R. Kirkpatrick, in charge of advertising for the E. W. Gillett Company. "It is no part of their concern to regulate the business of the advertisers. The advertiser is the most important party to the agreement and the contract is his. If this proposal goes through between the publishers and the agencies without any reference to the views of the advertisers, it will only lead to trouble. If any publisher advised us that we could not switch to another agent whilst a contract remained unfulfilled we would simply cut that publisher off our list."

Speaking of the dispute over the Ames Holden McCready contracts, F. A. Trestrail of the Musical Merchandise Sales Co. said to MARKETING:

"I don't see why the question of short rate should enter in so far as either agency is concerned. The responsibility should rest on the publisher to continue the contract exactly as made by the first agency, and it should be transferred without short rating anyone because the advertiser is actually using the amount of space in the paper regardless of which agency places it.

"The publishers should allow commission up to the last ad. placed by the first agency, and should recommence with the first ad. placed by the new agency. The advertiser should be perfectly free to change an agency at any time, but the first agency should not be made to suffer by being short rated in view of the fact that they have no protection from their client as to how long the latter will keep the account with them.

AGENT ADVERTISER'S SERVANT

"In my opinion the agency stands to the advertiser in the relation of an employee. The contract is the advertisers', and the mere fact that he changes his representative should not deprive him of any of the benefits which the contract confers."

"As we see it, such a clause is going to hurt the publisher. It is bound to lessen the volume of advertising and the tendency would therefore be to raise rates still further."

A. T. Channell of Channell Ltd., believes that, essentially, the contract is the advertiser's, but that the advertiser or new agency should pay the former agent the commissions on the unfulfilled part of each contract transferred.

"If we change our agency," he said, "no new contract should be necessary if the old one is still unexpired. The balance should be good with the new agency.

"In essence the contract is ours, but having given the agency instructions to place our advertising with certain papers, we have employed him for a definite period to act for us. He is in a sense our employee and he is entitled to the same consideration as any other employee who has been engaged under a time agreement.

"If an employee engaged for, say one year, is dismissed before the end of that time he is entitled to his full salary. In the same way, if an account is transferred to another agency, the advertiser should pay the first agency the commission on the unfulfilled part of the contract. I believe any law court would uphold this view.

"The payment of the second agency would become a matter of arrangement."

SUGGESTS ADVERTISER'S OWN PLACING-CHECKING BUREAU

Another prominent Toronto advertising manager, who discussed the whole question with MARKETING, suggested that rather than submit to the proposed agrreement the big national advertisers should co-operate and establish a Placing and Checking Bureau.

"In a large number of cases," he argued, "the agency does little more than place and check advertising. The copy, art work and all the mechanical preliminaries are prepared by the advertiser. All the agency does is carry out instructions and collect its commission. There is no doubt that a co-operative Placing and Checking Bureau, leaving each advertiser free to make his own terms with the publisher, would prove a boon. It would certainly be preferable to any agreement between publishers and agencies, such as is proposed."

Such a proposal certainly would not spring full-fledged into the mind of an advertising man unless there were real cause for dissatisfaction with the conduct of many Canadian agencies. Anyone who talks with representative national advertisers can have no doubt of it.

Instead of endeavoring to bring their relations with advertisers to a more harmonious basis, repeatedly urged as most necessary, those who assume to manage affairs for the advertising agents seem to be getting "in wrong" only deeper and deeper.

And it is due, as MARKETING has previously pointed out, to the policies and scheming of those agents who have sought to gain advantage for themselves, whether at the advertisers' or the publishers' expense. If advertisers are seriously considering ways and means for "eliminating the middleman" or, as in some cases, are taking up forms of advertising in which the agency does not figure, it is because they have despaired of seeing agents, among themselves and in co-operation with publishers, establish reforms which would show greater regard for the man who pays the bills.

✣ ✣ ✣

Wm. G. Colgate has resigned from the editorial staff of MARKETING and has purchased The Times, Wingham, Ont., of which paper he is now editor and publisher.

✣ ✣ ✣

New copy is appearing in newspapers for the Auto Knitter Hosery Co., Ltd., placed by Ruthrauff & Ryan, New York.

✣ ✣ ✣

Fred T. C. Lever, formerly with the Winnipeg *Free Press*, and more recently circulation manager with *the. Herald*, Montreal, has resigned his position with the latter paper.

✣ ✣ ✣

McConnell & Fergusson Ltd., have appointed D. McMillan as their resident erpresentative in Windsor, with offices in the Heintzman Building. This gives the McConnell & Fergusson agency representation in six leading Canadian cities.

✣ ✣ ✣

"Somilco", a new ready-made cocoa, manufactured by the Hungerford Smith Co., Ltd., Toronto, is being advertised in trade papers and street cars.

✣ ✣ ✣

The co-operative campaign for British Columbia apples has made its appearance in the street cars.

✣ ✣ ✣

New two-column copy is being placed in Ontario dailies for the Canadian National Jewelers' Association. "Gifts That Last" is the slogan adopted for this new campaign, and the copy ties up very closely with the retail jeweler. It is placed direct.

✣ ✣ ✣

Unusual interest attaches to the recent page advertisement sent out by the Sydney S. Bowman advertising agency, Montreal, for the Railway Association of Canada. The page was originally set up by *The Gazette*, Montreal, and with the proof as a guide the copy was written out for telegraphing, with complete mechanical instructions to the printer, including the style of border and type, the number of picas of white space wherever used, the measure of the body matter in ems, the paragraph divisions, periods, commas, etc. The wire contained 3,300 words and took three hours to send, operators from coast to coast receiving it at the same time. Every daily, 350 weeklies, and a number of farm journals and trade papers carried the advertisement.

BETTER BUSINESS LETTERS*

9. Collection Letters—Their Effect On Sales.

Immense possibilities for holding old and winning new trade in correct handling of collection letters. The relation of selling policies to collections. Service also important.

Written for Marketing by Louis Balsam.

YOU executives, who are lying awake nights trying to figure out ways and means of bringing in new business, of increasing sales, and of developing more Good Will—have you ever thought of the really immense possibilities for doing those very things, that lie in the correct handling of your collection correspondence? The Vice President of a famous paint and varnish company in New York, told me a few weeks ago that had it not been for the sales tactics employed by his collection department, 1920 would have been the worst year in their entire career instead of nearly the best.

Too many concerns, for some reason very difficult to understand, have the very damaging idea that the collection department of the business is a thing distinctly apart from the other departments, especially from the sales end.

Salesmen everywhere have pretty strongly impressed the idea upon themselves that credits and collections mean absolutely nothing in their young lives. Their business is to sell and nothing else.

Co-operation Often Needed

Go into any average business concern, either in the United States or Canada, and try to find out how much real co-operation there is between the sales and credit departments. You will be very much amazed at how little understanding exists between these two vital elements of the business.

The great trouble with most collection departments is that the manager or those doing the work, have the idea that the collection letter is a thing in itself, instead of merely a means toward a very definite end.

That misconception, by the way, is prevalent in the whole field of letter writing. Years and years of routine handling of correspondence, by men of limited vision, has brought about a widespread belief that the letter is the thing, the be all and end all. Nothing could be further from the truth, for a letter is and always will remain one step in a very involved process of merchandising.

So it is that collection letters today have a definite bearing on sales. The fact that most concerns do not feel the relationship is merely an explanation as to why their business is not as good as they would like to have it.

It would pay the chief executive of every organization of any size, to study his collection department policies and ask himself the following questions:

(1) Do we sell right?

(2) Do our salesmen know or care whether the "prospects" they talk to are good pay or not?

(3) Would it pay us to have the credit department make thorough investigations on these two subjects, and from time to time keep the sales force informed?

(4) Are our representatives service men or salesmen who consider it their chief duty to sell as big a bill as possible, regardless of the customer's ability to pay it?

(5) Do we skilfully sell the idea of good credit with each sale? If not, would it pay us to consider doing so?

You may wonder what these questions have to do with credit and collections. They have everything to do with it. The type and manner of our sales have such a distinct bearing upon the volume of our collections that it would pay us well actually to investigate the character of our sales, with a view to determine the facts brought out in these five questions.

Relation of Service

How about the service rendered by our concerns? It bears such a distinct relation towards the customer's willingness to pay promptly, that we can well afford to spend some valuable hours seriously considering the following points, thoroughly.

(1) Is our service "super," average or poor, *comparatively* speaking?

(2) Do we ship carefully and promptly? Are we especially noted for this type of service?

(3) It not, would it pay us, as an added force in making good collections, to have the reputation of shipping goods the same day the order arrives?

(4) Do we write really helpful collection letters or does our collection correspondence merely reiterate this refrain, "We need the money; send it?"

(5) Do we give other collection details proper attention? For example, do we invoice and issue statements, especially the latter, promptly?

(6) If not, wouldn't it be excellent psychology to start the education of our customers on this phase of the work by strict action on details such as this, rather than by loose tactics, backed by strict words?

You see, this whole question of collection correspondence is much more than a question of writing letters. It involves a study and an understanding of the foundations that make possible or necessary the letters we are discussing.

Not until we have decided exactly what we intend to do about things that involve our collections, the things we have just discussed, are we ready to determine upon a collection letter writing policy. To have the best collection plan in the world, however, will not be enough. Its true success will depend upon this: Will the plan we inaugurate be vigoriously applied?

Salesmen's Co-operation

Let us go back to some of these questions and see just where they tie up with letters sent out asking for money. Take question two, for example: "Do our salesmen know or care whether the "prospects" they talk to are "good pay" or not?" It seems a far cry from the salesman making his rounds, endeavoring to secure a customer, to the collection letter that is sent out several months later. But is the gap between the two so big as it seems?

What does it avail us to employ the very best collection correspondents in the country, who write letters that cannot be equalled, if these letters are sent to irresponsible people, who either cannot or will not pay their bills?

If there was genuine co-operation between the sales and collection department, scores and perhaps hundreds of letters that go out from collection departments every day, would be absolutely unnecessary. The salesmen, educated to the understanding of the meaning that the right kind of sales to the right kind of people have upon collection poli-

*Copyright Canada 1921 by W. A. Lydiatt

cies. would not be so eager to ship orders to anyone that would buy. He would try to get a credit background before he released the goods.

Today there are several concerns, scattered throughout the country, that have found it pays and pays well to educate their salesmen on the value of good credit relations. It not only means that better orders are being brought in, but that collections are a whole lot easier and, consequently, commissions are increasing. This, naturally, satisfies the salesmen, the house, and the customer.

So long as our salesmen are turned loose on the territory with but one idea—to get as many orders as possible, to sell all that a man can be forced to buy, so long will our collection troubles keep on heaping up, with a solution just as far away as ever.

Selling Value Good Credit

Let us look at the fifth question, "Do we skilfully sell the idea of the value of good credit with each sale? If not, would it pay us to consider doing so?" The varnish company, I mentioned early in this article, has made it absolutely imperative upon salesmen to introduce in as tactful a way as possible, the money value of good credit, whenever a new customer is secured.

The results have been unbelievably good. Now, customers appreciate right from the beginning just what prompt payment of bills can mean to them financially and otherwise. There is no better time to broach this whole idea of credit than after the salesman has the order. It is really the psychological moment, because both parties to the transaction are feeling pretty cheerful about it. The warmth and enthusiasm of the salesmen are still in command of the situation. A few words, tactfully put right then and there, have often been the means of saving hundreds of bitter, needless, collection letters that have had to be written because preliminaries were altogether neglected.

There is a concern in California that was having a great deal of trouble with collections. Their letters seemed to be getting nowhere, and steadily the collections began to take a lower and lower pitch every month. One day it occurred to the manager of the department to investigate the service his collection department was rendering. He found everything in mighty fine condition, with one exception. Invoices were being mailed in such a sloppy, haphazard fashion as to arrive anywhere between the fifth and the fifteenth of the month, following the order.

It was apparently a little thing, wasn't it? Yet this little thing was the cause, practically, of the steady decline in collections. Why? The answer is very simple: Whenever customers received statements from that firm anywhere from five to ten days after statements from most business houses came in, they unconsciously felt that people who sent out statements so carelessly and so late, were evidently not in a hurry for the money. The chances are that those who received these statements did not stop to reason this thing out. They merely received a certain reaction that made letters, following these statements, seem more or less perfunctory things instead of the really serious affairs that they really were. Under the system on which most concerns operate, there is so little co-operation between the various departments, especially between the sales and collection departments, that it is no wonder that collection results seem the very bane of the existences of the executives in charge.

On the other hand, once let a concern determine to tighten up on the factors of sales and service. Once let a concern do some really thorough work, calculated to bring about some real co-operation and understanding between the collection and sales forces, they will have an added collection lever to use, and a mighty powerful one at that.

Collection letters, with genuine co-operation as a background, will immediately begin to take on a new effectiveness. We will then be able to write our collection letters with a new tone of confidence. We will know that our requests for money will get preferred attention for two very excellent reasons: One, because our sales policy has been such as to absolutely satisfy the customer right from the beginning, that we were working for his best interests. Two, that our service is second to none in the trade and that we are lending every energy we can toward helping the customer help himself in the highest possible way.

Thus, when a collection letter from our company reaches the customer it will mean infinitely more than a demand for money. It will be *a challenge to his sense of fair play* and to his desire to do the right thing, which desire is inherent in every man. We will then be able to write letters with this idea in mind: "You have some of our money, Mr. Smith. Why aren't you paying? Is it for some mistake on our part or because you are meeting with a difficult problem in your own business that you are unable to solve? In any event, bring your troubles to us and we will be only too glad, whereever we can, to help give your customers even better service."

I believe, with letters embodying those ideas, it will be a simple matter to bring in the fact that the customer is doing the right thing by himself to send the money.

Until we have firmly fixed in our minds the need for genuine understanding between the sales and collection departments, we are not ready to install a collection correspondence system that will bring results. On the other hand, if we assume that we co-ordinate the sales service and collection efforts, in harmony with the suggestions just outlined, we are now ready to install a workable collection correspondence system.

Good Collection Methods Not Enough

We know it will work because unlike most collection systems of today, it is founded upon the bedrock of intelligent sales and intelligent service. Most collection systems nowadays are founded on collection methods alone. This can never hope to bring results, because collection methods are merely a part of the other two forces, without which it cannot function properly. Our new collection policy will revolve itself substantially upon the following factors:

(1) An efficient routine that will provide a fool-proof procedure for every essential function. This means the installation of the right kind of collection cards, folders, cabinets, filing systems, etc.

(2) As many *definite series* of collection follow-up letters as we have types of sales. Thus, for example, if one portion of our business deals with wholesalers and another with retailers, it would pay us well to have separate types of letters prepared to go to the two types of business men. The things that will appeal to the big wholesaler differ quite a bit from those the little retailer in the cross roads country store will like.

(3) The immediate division into specified groups, each one under the direction of a competent collection correspondent, of our entire list of customers. This will give each correspondent a real opportunity better to understand the individual customer, whom he will take care of regularly. This will result in:

(4) Personal special service collection letters where follow-ups are inadvisable or impossible. These personal letters, as well as the forms, should embody in practically every instance, not

merely a demand or a suggestion for the money, alone, but a definite expression of desire to co-operate with the customer in his business problems wherever possible. We will come back to this specific phase a little later on.

(5) The constant use of propaganda pamphlets or folders in collection letters, e.g., a leaflet quoting from some well-known, successful man, in our particular line, on the definite value of meeting bills promptly.

(6) A necessity for keeping eternally in mind the idea of keeping the customer "*sold*" on the value of good credit. This can be done to splendid advantage when skilfully handled in collection letters.

(7) A thorough study by each collection correspondent and particularly by the collection manager, of every new sales campaign and sales plan originated by the sales department. It seems to me that the burden of co-operation between the sales and collection departments rests more heavily on the people in the house than on the men on the road, who have numerous heavy problems of selling these collection people need not cope with.

(8) A perpetual planning for the future instead of a contentment with things as they are after the new system is installed.

No new system, no matter how good it is, should be depended on for any length of time. The business world is undergoing some very rapid and even startling changes right now. That is why the idea of alertness must be kept so vigilantly in mind in collection letters because of their peculiarly intimate relation with every phase of business life.

Day of "Icy" Letters Passing

We suggested above that in our personal collection letters it would be well to stress the idea of co-operation with the dealer. This is a plan that is doing wonderful things for some of the foremost business houses in America. The day of the icy, glum-mouthed, collection letter is rapidly passing, at least for those men who are doing big things in a big way. There never has been such a worth while oportunity for collection letters to do sales work, as exists right now.

We said in our first article that routine letters were a gold mine; that they were able, because of their apparent routine nature, to break down the wall of buying resistance and make sales that even the most powerful salesmen have difficulty in effecting. This is particularly true of routine, so called, collection letters. The average business man is so used to receiving the formal, hackneyed, greedy collection letter that when he does get one that actually manifests an interest in his problems he is so agreeably surprised and so mightily satisfied with the fact that he thinks of it favorably for many days longer than he, himself, realizes.

There are a few firms that bring sentences of this kind into their collection letters: "Perhaps you are having business problems that seem formidable to you? Won't you share them with us? Perhaps in our fifty years experience we have worked out a few plans that might help you bridge the gap, that may be much smaller than it seems to you, under the circumstances." This type of collection letter is the new, vigorous, helpful type that is doing more to sell goods, because of its human tone, than many a sales letter that considers itself "clever."

This is the day and age of service. By emphasizing even in our collection letters that our first desire is to help the customer sell his goods, we effect a master-stroke of good salesmanship. The customer cannot help feeling that he is dealing with someone that is there not merely to collect debts, but someone actually interested in helping him do more and better business! The effect, of course, is obvious. The more business we help our customers build for themselves, the more orders we get from them.

Service Idea in Collections

One of the shrewdest collection managers in the United States, a man who had been doing business along the old fashioned boiler plate methods of "getting the money at all hazards," determined to make a test of this service idea in collection policies. He frankly "did not believe in that sort of stuff," but he was fair enough to be willing to try it out, at my suggestion, He took a list of one hundred delinquent customers and to fifty he sent the regular collection follow-up. It went something like this:

"Gentlemen:

This is the third time we have written you for the $175.42 you owe us since February 2nd. We are very sorry that you have ignored both of our letters and cannot understand why you have failed to pay the amount due us.

You doubtless, recall that at the time the order was placed you agreed, by signing the salesman's order blank, to pay for these goods on the usual terms. The thirty day period has been stretched to 90 days and still we have not received your check. Will you kindly send same by return mail, in order that we may keep our books straight on your account.

We sincerely hope that you will not make it necessary for us to take any unpleasant steps, that may inconvenience you considerably, in order to collect our money.

Yours truly,

————Co."

Of the fifty customers, nine sent in checks without a word; three sent in part of the money due, with a hasty explanation, and three promised to send in the money at some future time. Fifteen replies out of fifty letters; seven of which were accompanied by checks, were results not to be sneezed at. A great many collection letters, with apparently more "punch," had produced a great deal smaller returns. In the meantime, though, to the other fifty customers this letter had gone forth:

"Dear Sir:

In every business, ours as well as yours, there are concrete incidents that often make the executive in charge wonder how it will be possible for him to "carry on" his business at a loss instead of the profit he had in mind. Perhaps you are going through such a critical period right now. At least we got the idea that you might be having some sort of difficult sailing, because the last two letters we wrote you regarding your account for $241.15, now 90 days past due, have not been answered.

Our past experience with you convinces us that things are not altogether a bed of roses for you or certainly you would have given us a response of some kind. Isn't there some way we can help you? For the last twenty-five years we have made it a point to share the sales, collection and service difficulties with our dealers. Very often the suggestions we have been able to make, out of our experience, have helped put many a concern on the road to better and more desirable business. It might not be altogether impossible to say that we could do the same thing for you. Won't you tell us just what trouble you are having, if any, and we will do our utmost to give you the very best suggestions, concrete and practical, that we can to help you.

On the other hand, if you have not answered our letters because the goods weren't thoroughly satisfactory or that for some reason you didn't receive the treatment to which you were entitled, you would confer a great favor on us by giving us the facts, in your own way, just as man to man. It is our aim to leave no stone unturned to help you help yourself in the fullest possible measure.

Co-operatively yours,

————Co."

Thirty-eight people answered this letter out of fifty. Twenty of them sent checks either for the total amount or for more than half of it. Eighteen wrote in specific questions, asking for help in their own business problems. Every one of the thirty-eight accompanied his letter by a personal note of appreciation.

Today that collection manager "swears by" the Service Ideal in collection methods. He has only one reason. It brings unusually worth while results.

We are now ready to discuss last, but by no means least, the vital question of personnel in collection correspondence. The ideas embodied

Concluded on page 726

DEALER TIE-UP BRINGS PARTRIDGE SUCCESS

Newspaper and poster advertising along general lines was unsuccessful, so copy policy was changed to tie-up with local distributors, with marked success

By J. L. Love

SUCCESS needs no press agent, but there is frequently a conspiracy of silence regarding the failures. This is true of advertising campaigns fully as much as of all other commercial operations and it explains why the layman hears aplenty about successful publicity schemes while the failures are permitted to sink into the limbo of forgotten things.

What every advertising man knows is that many of the biggest successes in advertising have grown out of the most tragic failures, and that the tried and tested formulas of today have been evolved from the defeats of yesterday. It would be possible to quote innumerable instances illustrating the point, but one will suffice.

The present highly successful newspaper advertising campaign being run by the Partridge Rubber Company, Guelph, Ont., is the logical sequel to an unfortunate experience they had with a nation-wide campaign in which newspapers and posters were used. Having covered practically the whole of the Dominion, the company faced the disconcerting fact that sales of Partridge tires showed no increase. In fact, the factory was less busy than before the campaign was started. Neither dealer nor consumer demand had been created.

Apparently an important link in the advertising chain had been omitted. The newspaper and board displays left little to be desired, but somewhere there was a bad break. Investigation revealed the fact that the vitally important matter of distribution had been overlooked. It was assumed that the wide publicity given to Partridge tires would create an interest on the part of the tire-using public which would in turn create dealer interest and enquiry. As already stated, this result was not attained. The Partridge tire was a comparative newcomer and its name was not sufficiently a household or garage word to put over the campaign as organized. Nothing was said in any advertisement as to where Partridge tires could be obtained or what dealers in the big centres carried them. It was a case where the suggestion "Ask Your Dealer" failed to win any response. Tire dealers are no more emotional than any other class, and no advertising campaign, however extensive, can be guaranteed to stampede them into sending rush orders to the jobber or factory unless a healthy public demand has been created. To the dealer, all tires are pretty much alike from the standpoint of profit. It is immaterial to him whose tires he sells. There is no inducement to stock any but the "best sellers."

Dealer Service Emphasized

These and other considerations influenced the Partridge Rubber Co. to plan a newspaper campaign strongly emphasizing specified dealer service of a more or less exclusive nature. In each of the bigger cities dealers were appointed agents for Partridge tires. In the new copy the dealer is featured as prominently as the product. One of the best ads in the series is reproduced herewith. Measuring 10 by 6, this and similar display copy is appearing weekly in the Toronto papers. The same series with a change of dealer name, is being run in other localities.

See
POWELL
The PARTRIDGE TIRE MAN
Such Mileage!
Go to Powell, the Partridge Tire Man at 65 Richmond St. W., and ask about the Partridge Tire. Ask Powell to show you the new construction in Partridge Fabric Tires and Partridge Cord Tires. Man! But it's a tire! The last word in scientific tire construction. Such mileage as you can have with PARTRIDGE TIRES!
Go to POWELL'S for real tire service, whether for tire repairs or Partridge Tires.
PARTRIDGE TIRES

New style Partridge advertising in which the local distributor is featured

It will be noted how thoroughly the unintentional but fatal error of ignoring the dealer in the national campaign has been avoided in the new campaign. The bold caption, "See Powell the Partridge Tire Man" at once suggests expert service. "Such Mileage," continues the copy; "Go to Powell, the Partridge Tire Man at 65 Richmond St., W., and ask about the Partridge Tire—Man! But it's a tire!—Go to Powell's for real service, whether for tire repairs or Partridge tires."

Acting on the reiterated advice to "Go to Powell," a representative of Marketing called on Mr. E. V. Powell of the Powell Rubber Co., Richmond St. W., Toronto. Partridge tires were everywhere in evidence although the stock included numerous other makes.

"They might just as well have given their money to the missionaries," said the Partridge Tire Man, referring to the unsuccessful national advertising campaign.

"A year ago I would not have handled Partridge tires because I couldn't sell them. Today it is another matter. Now there is a growing demand for them. Hardly a day passes that we do not get something. The factory is working up to twenty-four hours capacity and the employees are getting all the work they want, and more.

"The success of the new advertising campaign is due to the fact that the sales and advertising efforts are concentrated in districts where the company have facilities for handling the business. In the national campaign they did not have these special facilities. They trusted to existing trade conditions to sell the goods, but when it comes to buying tires, both dealers and tire-users are too conservative to be talked out of the rut unless some real service is offered. The present ads are explicit as to the kind of service offered, where and by whom it is rendered, and they undoubtedly have created the growing demand for Partridge Tires."

The Dominant Families

Every community has its dominant men—
dominant women—Dominant Families.

They may live in Toronto or in Ailsa Craig —still they are leaders in their community.

They dominate—they lead—because of qualities of good taste and education—and the ability to secure those things which they desire.

What they do today the rest of the community *TRIES* to do tomorrow. What they wear, or use, or eat today, the rest of the community *TRIES* to provide itself with tomorrow.

* * *

In some communities in Ontario one-third of all the families are subscribers to The Globe. In many others one-fourth are subscribers.

But whatever the proportion may run, these Globe families are the *DOMINANT FAMILIES* in their communities. They set the example.

Whether in numbers they are 30 per cent. or 40 per cent. of the community, their purchasing power will be from 50 per cent. to 70 per cent. of the whole, and their example influences that portion of the remainder to the extent that the latter are able to satisfy their individual wishes.

* * *

Advertising in The Globe influences practically every potential buyer in The Globe's Ontario field. No other medium does this.

Advertising in The Globe costs less today than in 1920 or early in 1921. There has been a reduction in rate, and a constant increase in circulation following the establishment of the City News Edition. The milline rate a year ago was $2.10 ; early this year it was $2.41 ; today it is less than $2.

To win the Toronto and Ontario market, is to establish yourself in Canada's most profitable trading territory. The Globe is recognized as its Dominant Newspaper. General advertisers place more advertising in The Globe than in any other daily in Canada.

Circulation in excess of 100,000 daily—the largest circulation ever *GAINED* by a morning paper in Canada—nearly three times that of any other morning paper which does not secure its "subscribers" by giving premiums or purchasing subscriptions *en bloc*.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

KIRKWOOD'S LETTER FROM LONDON

Attitude of some manufacturers towards consumers of their product. Need of cultivation of distributive channels. Strange absence of "selling" intention. How some Canadian advertising strikes an outsider; and other interesting comment

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

ONE day there came to the agency with which I am connected a man from the north—a tempestuous sort of man. Rapidly and briefly he stated his errand—he had a new product which he wished to put on the market, declared to be better and cheaper than a competitive product which is extensively advertised.

"What will it cost to advertise it?" was the first and second and third and fourth question. When I sought for basic information, I was met each time with the question "What will it cost to advertise it?"

Thereupon I said, "You can't accomplish anything on less than £2,000." "Right," said the man from the north; and then he proceeded to give answers to the other questions:

What distribution have you?

How do you propose to sell it to retailers?

What are your objectives for the first year?

What price will it be sold at?

What are you adding to the cost price of each unit for selling expense?

Etc., etc.

The amount to be spent on advertising and related forms of selling effort is usually calculated after such questions as those given have been answered, but this man couldn't turn his mind to anything else until he had rid himself of the spectre of cost. Later we submitted an estimate for £3,000, and this sum was not objected to.

A Common Attitude

A firm making a product for which demand after the Armistice was much greater than the supply found that it could sell with ease all that it could turn out. It was a product made to utilize a munitions plant.

Because demand was great and selling effort unnecessary, this firm didn't bother much to make its product perfect or to recruit retail agents or dealers.

When demand slackened and supply began to exceed demand this firm, in common with many others in the same line of business, found itself over-producing. To-day it has £100,000 locked up in stock, and sales almost negligible.

An investigation revealed two things: (1) the product has certain defects; (2) the number of retail distributors is about 30!

An advertising agency was asked to give counsel. One thing it said was, "You must make your product right;" the other thing it said was, "You must multiply your distributors."

The suggestion that the product be made right was resisted. "Our product is quite right if used properly. It is the man who uses our product who is in the wrong."

It was admitted that if the user had the same technical knowledge as the makers, and used this knowledge, then there would be no complaints. Only with difficulty was this firm convinced that it was under obligation in its own interests, to make its product fool proof, so that the consumer—a non-technical man—could and would use the maker's product with complete satisfaction.

The thing to be stressed here is the attitude of the manufacturer; he refused to see and say that it is the consumer who must be considered and that his will is law to manufacturers. One understands, when one meets manufacturers with stubborn wills and minds, why so many of them fail to get ahead, and why their competitors with better sense and vision outstrip them in the race for business.

Multiplying Distributors

Think of having no more than 30 retail distributors in Great Britain for an article for which there is demand in every town in the Kingdom!

This question of distribution in England is so little understood that literally tens of thousands of manufacturers have not considered it. They make, and go on making earnestly enough, in the hope that a buyer will take from them their output. They hope to sell to buyers who will order in large quantities—factors, wholesalers, exporters. If and when sales to these men be made, there is complete content. After that, it is the other man's affair!

During the last 12 months factors, wholesalers and exporters have not been giving very big or very many orders to British manufacturers. Add to this grief the pressure of the bank manager to reduce overdrafts and his refusal to advance more money. "Liquidate," has been the banker's curt behest.

Liquidation has not been easy.

In despair a few manufacturers have gone to advertising agencies to learn if advertising will help them sell their goods.

The answer has been "Yes, provided you can secure distribution." "What do you mean?" has been the reply.

Then, when it is made clear that the maker must brand his product, to make it identifiable to both retailer and distributor, that he must arrange for national distribution by retailers, and that he must advertise it adequately to the consumer, he has, as a general thing, baulked, saying, "I can't do that. It will cost too much money and take too much time; besides, it will antagonize my wholesale customers."

The suggestion that it is the maker's burden to sell his goods is an unwelcome one. In the past he has let the burden be carried by the factor, wholesaler or exporter. This lazy way of selling is still attractive; but these customers have failed him.

Advertising is turned to in the hope that it will perform magic. Often there is no conviction that advertising will do the desired thing—only hope; and when the sure and tedious way of marketing goods is outlined, and the cost of labor, time and money involved is set out in detail, there is apt to be turning away—a return to indolence—a policy of do-nothingness.

The Banker's Education

The one man who has power to vitalize the enervation of the do-nothing manufacturer is his banker, but, as a rule, the banker can suggest no practical, sure and sound way of turning stock into cash. The only word he knows is, "Liquidate."

ANNOUNCING

C. F. Crandall

As New Managing Director

Vancouver Daily World

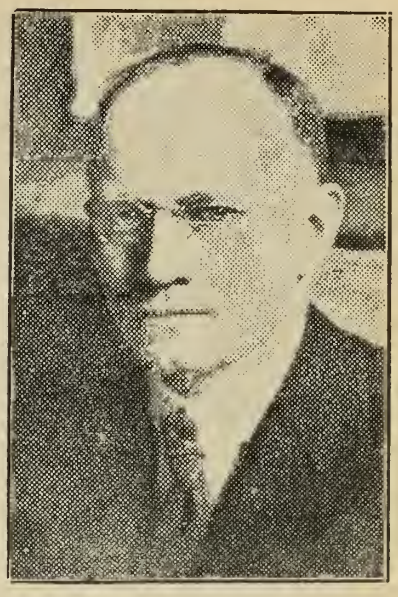
THE VANCOUVER Daily World is pleased to announce a re-organization of its Company and its management, with additional capital, and under the direction of one of the most prominent newspaper-men of Canada.

Mr. C. F. Crandall, known throughout the country as the Managing Editor of Canada's greatest newspaper, has been associated for ten years with Lord Atholstan, the proprietor of the Montreal Star, and various other Canadian publications.

Mr. Crandall is well known and highly esteemed in the journalistic world of Britain and the United States, as well as in Canada.

We feel sure that Mr. Crandall's direction and management of this paper ensures its enterprise, integrity and indepedence.

CHAS. E. CAMPBELL,
President.



GOOD WISHES FOR *THE WORLD*

SINCE the appointment of Mr. Crandall, The World and its new management have received many messages of goodwill from the leading publishers of the English-speaking world, among which the following are notable—

VISCOUNT BURNHAM
of The London Daily Telegraph

LORD ATHOLSTAN
of The Montreal Star

LORD BEAVERBROOK
of The London Daily Express

SIR CAMPBELL STUART
of The London Times

SIR ROBERT DONALD

SIR EMSLEY CARR

W. W. HAWKINS
President United Press

FREDERICK ROY MARTIN
of The Associated Press

WILLIAM FINDLAY
of The Toronto Globe

J. E. ATKINSON
of The Toronto Star

JAYSON ROGERS
of The New York Globe

AND MANY OTHERS

95 King East,
TORONTO.

Eastern Representative
J. B. RATHBONE,

317 Transportation Bldg.,
MONTREAL.

If bankers knew all that some advertising agencies know about the marketing of goods, they would be true friends of the agencies, of publishers, and of their customers.

My belief—and preachment—is that advertising agencies should unite to teach bankers their business; or, at any rate, make bankers so well informed concerning the processes and costs of marketing that they could give sound advice to their customers whose businesses are stagnant, sick and lazy. If British bank managers could say, with the confidence born of knowledge, "What you need is the assistance of an advertising agency. Here are the names of some good ones. My suggestion to you, for the good of your business, is that you put yourself into immediate communication with a good advertising agency, in order to discover how your business can be made more prosperous. Also, I say to you this: I am more pleased to give credit to firms who want money to help them enlarge their business than to those who want money to pay their debts."

Perhaps the implication is that advertising agencies are not very good marketers of their own wares.

The Whip of Circumstance

Another firm of which I have knowledge has only 5,000 retail distributors of its product—a food product, this after twenty years of history. In Great Britain are 50,000 grocers.

This firm has been doing a good export business in another product, and has depended on the revenue from the export trade for its prosperity. But export trade during the last year has been very much subnormal. So this firm has turned its attention to the home market and to its branded product. It recognizes now—at the time of its adversity that it should have been active all along to recruit the number of its retail distributors.

It recognizes that there are quite 30,000 useful grocers in this country, each of whom serves an average of quite 100 families; and who should and can be distributors of its branded food product; and that if 30,000 distributors be secured, each of them selling the low average amount now being sold by the present 5,000 distributors, sales would be increased six times.

The problem is, how can 25,000 new retail distributors be recruited; how long will it take; how much will it cost?

Necessity has forced this firm to study its own business with a new intensity.

An analysis of its present sales—made by an advertising agency—revealed to this firm that at present retailers are selling only a trivial amount of their product, due to the fact that no effort worth the name has been made to get them to sell more; and that there has been no consumer advertising to create consumer demand.

Now it is perceived that there is a withholding which tendeth to poverty, and that it would have been sheer economy to have spent money in past years to help retailers sell more, to establish consumer acquaintance and demand, and to recruit new retail distributors.

All this may seem an old tale to many readers of Marketing. I hope that it is, though I suspect that Canadian advertising agencies are meeting a good many Canadian manufacturers who are as obtuse and supine as are several tens of thousands of British manufacturers, to whom the word "salesmanship" is unknown and ununderstood, and who lack the will to sell.

The Will to Sell

Before the will to advertise can have existence, there must be the will to sell. If you find a manufacturer with no will to sell, then it is wasting time and effort to induce or persuade him to advertise.

The will to sell implies energy. It is something more than a willingness or desire to sell. Having a will to sell means the exercise of that will.

If one takes up a British trade paper—and perhaps I might include some Canadian trade papers—to scan the advertisements in it, one will find many which are of the poster or catalogue type—mere lists of products manufactured, set down without enthusiasm and in the most slovenly fashion. Does such an advertisement suggest that the advertiser possesses the will to sell?

It is advertising, but such bloodless, temperatureless advertising that it suggests the tortoise—that somnolent creature which travels at the rate of one mile in two months.

The will to sell is made manifest in a regulated, calculated and positive effort to increase consumption for the maker's product.

Initiative has its origin in the seller, not in the buyer. The will to sell means the organization of a sales department, capably supervised and adequately staffed. It means a study and use of the processes and agents of distribution; and of the market to discover its capacity, its attitude, and ways of conquering it. It means the education, stimulation and persuasion of the consumer by press advertising.

These are the blossoms—the signs visible—of the will to sell.

A Will-To-Sell Campaign

In Canada, at various times, there have been conducted by publishers and advertising agencies in union, press campaigns to create the will to advertise. I suggest that a prior and more wisely conceived campaign would be one to create the will to sell. The copy of such a campaign should deal with such matters as:—

The selection of a good brand name, and the factors of its determination.

The selection and duties of a sales manager.

The choice and education of travellers.

How to make travellers maximum salesmen.

Shall initial sales efforts be national or territorial in scope?

The function of (1) the wholesaler; (2) the retailer.

Helping the retailer as a distributor.

The problem of the price to the consumer: Shall it be left to the dealer's option, or shall it be fixed by the maker?

How to determine the right price (1) to distributors; (2) to the consumer.

The determination of objective for the first year, the second year, and beyond.

The determination of the advertising appropriation.

Studying the market.

Analyzing the market.

Dominating the market.

The selection of the right media to carry the advertiser's publicity.

How to plan the publicity campaign, (1) character of copy to employ; (2) sizes of space to employ; (3) frequency of insertions, etc.

Someone will argue that to do all this would be "to give the game away." My answer is: Light promotes growth. America, including Canada, is ahead of Britain as an advertising country because America is less secretive than is Britain.

What manufacturers with no will to sell require is the expansive, provocative and vitality-giving force of sales education.

Canadian Advertising

I wonder if it would hurt the Martin-Senour Co. to be told that their full page advertisements, as I see them in MacLean's Magazine, look very, very crude: so, also do the advertisements of the Imperial Varnish & Colour Co. So also do the advertisements of the Brock Hat.

I suppose that I could include under the same sort of condemnation other Canadian advertising appearing in MacLean's, which magazine I see regularly.

I have been led to pick out these

"The Best Motto of an Advertising Agency is 'Truth Well Told'"

—Casson, in "Marketing" September 1st.

To first discover the truth about the product to be advertised and the market to be reached, by diligent and careful study.

Then to tell the truth well—to set forth the selling arguments for the product in an attractive and agreeable way.

These must be the purposes of all good advertising agencies, especially our own Company, which has adopted "Truth Well Told" as its motto.

THE H · K · McCANN COMPANY · LIMITED

A Complete Agency Service

TORONTO CANADA

named advertisers and advertisements for this reason: I have been assembling in a book examples of paint and varnish advertising, and hat advertising. Most of my examples are drawn from the Saturday Evening Post, Ladies Home Journal and Good Housekeeping. For examples of Canadian advertising I use MacLean's Magazine.

To place the examples of the Martin-Senour and the International Varnish & Colour Co's "Floglaze" advertisements in my book of examples would be to introduce something positively repellant. They are dreadfully ugly, in my judgment.

Yet I was glad to include an advertisement of the Ottawa Paint Works, and I found some passable examples of the Dougal Varnish Co.

In the case of advertisements of the Brock Hat,—they fall far short in point of conception, execution and treatment of the advertisements taken from The Saturday Evening Post—The Stetson, Regal, Lion, Mallory, Rothschild, and Berg advertisements.

I make these comments, not in any spirit of unfriendliness, but rather to invite, if I can, the designers of Canadian advertising to emulate the very best work of the Americans. We are disposed to think that Canadian advertising touches the heights of attainment—and some of it does; yet when one begins to assemble U. S. A., Canadian and British examples of advertising of the same general classification one gets some eye-openers—and education.

Does It Pay to Advertise?

The proprietors of a timber yard in London needed 50 men, and said so by an advertisement in the press. Applicants were to apply on Monday morning in person.

On Sunday evening men began to assemble. On Monday morning 5,000 men were at the gates! Fifty of them were chosen and 4,500 were asked to go away. Instead they raided the timber yard, and were menacing and destructive. Later in the day fire broke out in the timber yards. Before it was extinguished, the loss was calculated to be £1,000,000, and 130 men were thrown out of employment! I ask the question, Does it always pay to advertise?

The British Market Looks Good

I learned that the makers of Simmons Beds are likely to begin an advertising campaign here. They are selling in this market, and advertising in the trade press, so a consumer campaign is imminent.

At least one British firm making branded beds and mattresses is making a determined effort to attract consumer demand to its brand, namely, Staples & Co. Ltd. Competition is likely to result in larger trade for them, because it commonly happens that the more firms advertising a particular class of product the larger becomes the trade of all.

Stetsons, hat makers, are advertising to the consumer in some British illustrated weekly periodicals. They are doing what no British hat manufacturer is doing—selling an advertised hat distributed by the trade generally.

Britain is becoming an attractive market for U. S. A. advertisers, some of whom find the door of opportunity flung wide open to them.

About 90 per cent of Britain's manufacturers do not brand their products and advertise them to the consumer. The majority sell only to the wholesaler, and cease to maintain any interest in their products the moment they are shipped from the factory.

One is tempted to liken them to sailing ships—dependent for locomotion on the winds of heaven which blow where they list. The steamship age has not yet come to them; that is, they have not made themselves masters of the forces on which they depend for progress.

Old Style Agencies

A British advertiser about to bring out a new product said to his advertising agency, "I'd like to have other agencies submit proposals in connection with my new product." The suggestion was approved, not resisted. All that the advertiser's regular agency asked was the privilege of submitting proposals in competition with others.

About half-a-dozen of the advertising agencies invited to submit proposals made a bid for the business—with copy and layouts only. They made no inquiries relative to the marketing problem; they fished with only copy for bait.

Similarly, in regard to another firm about to put on the market a new product: it invited several advertising agencies to submit proposals; and all of them responding, without exception, submitted only copy and layouts. There was no effort made to ascertain the advertiser's marketing problem; and devise proposals on the basis of acquired information.

Some advertising agencies which build their proposals on data and information acquired by study and investigations flatly refused to submit proposals to these two advertisers except on a fee basis, the fee to be remitted in the event of their getting the client's account.

I cite these two cases because they show how the wind blows in Great Britain.

Digging vs Scratching

A British cloth manufacturer has been carrying his stocks for nearly a year. Nobody wanted his goods, because the market was over-supplied.

As a last resort this manufacturer wrote an advertising agency, asking for an estimate on a half-inch single column advertisement in a large list of newspapers, to invite men to send for cloth patterns, looking forward to ordering suit lengths for making up by the buyer's tailor.

The agency wrote in reply that it had no confidence in the proposed advertising as a means of reducing stocks, and asked for an appointment to consider the problem presented by this cloth manufacturer's need. No answer coming, a telegram was sent. Several days afterwards a letter was received saying that because the matter was urgent (after 9 months or more inaction!) the business had been placed with another advertising agency.

I give attention to this case because it illustrates the mind and practices of some beginners in advertising: namely, the belief in and use of small spaces in a large list of media. If there is one class of advertiser who should conserve, not diffuse, his effort, it is the beginner.

The lure of extensive and scratchy advertising, as opposed to intensive, deep-digging advertising is often too powerful to resist. Beginners won't be guided by the experience of those who have travelled far and profitably: they are prone to match their wit against history.

It is better to dig than to scratch if and when one wants a good crop.

British Railways Decontrolled

On August 15, Government control of British railways came to an end, but before this date, the several railway managements, anticipating their freedom and powers, had begun to advertise excursions and excursion rates; and straightway the public responded magnificently. The Government knew a score of excellent reasons why it shouldn't and couldn't make travelling cheaper and larger; and the Government wouldn't advertise.

The Importance of Live-stock

THE rating of the live-stock farmer is high. Western bankers are always ready to finance the far-sighted, home-building farmer who keeps his farming system flexible and can adapt it to meet all conditions. The future of the West depends largely on the increase in its live-stock.

Because this is true The Nor'-West Farmer is increasing its service to live-stock farmers at a time when others are discontinuing. In both the editorial and advertising departments we are doing more than ever to develop this branch of farming.

A field staff of live-stock experts covers the West, calling on breeders at their farms, attending meetings, sales, fairs and all gatherings of interest. Our reports, live-stock news, and general reading matter, are eagerly read by the safety-first farmers of the Prairie provinces.

Naturally, wherever live-stock is raised the owner looks to The Nor'-West Farmer for guidance and assistance—collectively the breeders of the West look to The Nor'-West Farmer to promote their interests. Proof of this may be found in the fact that *The Nor'-West Farmer is now carrying more live-stock advertising than all other Western farm papers combined.*

If you want to get in touch with the West's best farmers, through a practical paper that wins its way through service, The Nor'-West Farmer offers you the opportunity.

"Published To Promote Good Farming."

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A. B. C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

THE INFLUENCE OF THE EDITORIAL PAGE

This factor, so important in making newspapers valuable as an advertising medium, often overlooked. Other elements of value in Canadian newspapers, as presented in an address at the recent Advertising Affiliation meeting in Hamilton

By William Findlay
Business Manager, Toronto Globe

SOME of the exponents of the daily newspaper as an advertising medium emphasize its flexibility. Others dwell on the manner in which daily newspaper advertising can be "tied up" with the local retail outlets. Others urge the low cost for covering an individual locality or the whole country, while others again point out quite truly that it is the only medium, in Ontario at least, which is so comprehensive in its circulation that it reaches practically every potential buyer in the Province.

There is another important feature of daily newspaper advertising. I think it is one which contributes greatly to its value as an advertising medium. As proof of the correctness of my belief, I submit that a newspaper which possesses this characteristic to a marked degree, usually is a more profitable advertising medium than one in which the characteristic is not so marked.

Importance Editorial Influence

I refer to the fact that to a degree not approached by any other advertising medium, the daily newspaper influences the thought and moulds the opinion of its readers. By this I do not mean that every reader of a newspaper slavishly follows every opinion expressed in the editorial columns. But I do say that the newspaper editorial page still is the most important, the most impressive, and the most effective advertising medium of any sort, anywhere. It advertises the editor's stock-in-trade, his ideas upon the questions of the day, not only in politics but in every department of thought in which he indulges.

It is true that the kind of news the newspaper prints influences the thought of the reader. If it is accurate news, wholesome news, fair to foe as well as to friend, it secures and holds the confidence of the reader, and at the same time contributes to the impressiveness of the Editorial Page.

To the credit of the readers of daily newspapers, it is the experience of newspaper publishers that the only news which makes for substantial progress is wholesome news. The people want wholesomeness in their newspapers. They buy and read such newspapers, and the advertisers come to know such newspapers as the most profitable advertising mediums.

In a similar manner, the feature matter of a newspaper influences its readers, and the rules with regard to news apply with relation to features as well.

The qualities of the daily newspaper in regard to news and features are shared by other publications. I think magazine publishers will agree with the proposition that the public prefers a wholesome diet, and that while salaciousness or scandal may bring peak circulations more quickly, yet the circulation that sticks and the advertising service which is most profitable to the buyer of space, is that which is founded upon a continuity of satisfactory service to a well-balanced and normal reading public. The muck-raking magazines of the United States have gone out of business. No Canadian magazine has ever sought to build circulation on a foundation of scandal or sex appeal.

But beyond these two elements in all classes of publications which influence the thought of the reader—the news and the features—is that greatest element of all, the element developed only by the newspaper—the Editorial Page. It amplifies the influence of the other two elements. It makes the daily newspaper a great part of the daily life of a large proportion of its readers. Consciously and unconsciously, the regular reader of the daily newspaper comes under the influence of the Editorial Page.

The object of all advertising is to influence thought, because thought governs action. Action—favorable action—towards the article or the service is the object of the advertising. Is it not logical, therefore, to believe that an advertising medium which day in and day out throughout the year, and year after year, is influencing the thoughts and minds of its readers to a greater extent than any other medium, is the medium which will exercise the greatest impelling force on its readers in favor of goods or service advertised?

I have set forth four exclusive characteristics of daily newspaper advertising—

(1) flexibility.
(2) tie up with local retail outlets.
(3) low cost.
(4) comprehensive circulation.

Canada a Series of Markets

An excellent field in which to illustrate a number of these qualities is furnished by the Dominion of Canada. We have no one national market in this country—Canada consists of a series of markets extending from coast to coast. Inside the great primary markets are the secondary markets and the markets of the third and fourth degree in size and importance.

There is the Maritime Market—the provinces of New Brunswick, Nova Scotia and Prince Edward Island, down by the Atlantic. After a break comes the Montreal and Quebec market, which takes off a small corner of Eastern Ontario as well. There is the Toronto and Ontario market. In the 800 miles along the north shore of Lake Superior outside the cities of Fort William and Port Arthur, and the town of Kenora, there are no important communities. The market of Winnipeg and the Middle West extends to the Rocky Mountains which intervene before the coast province of British Columbia is reached.

Inside these primary markets—as for instance that of Toronto and Ontario—are the secondary markets, like Hamilton and Ottawa. And after these are secondary trading zones of lesser importance and size.

These markets, as we have seen, are separated from those lying next to them in some cases by many miles of practically vacant territory; in the case of Ontario and Quebec by the equally impassable barrier of a difference in the common language in the two adjacent Provinces. Variations of physical and climatic characteristics also exist; the people poss-

Dominate Ottawa

THE name of the "JOURNAL" is a household word in the Dominion Capital.

Its dominating influence is pronounced because it is, in so marked a degree, the the paper that "goes home."

By putting your message in the "JOURNAL," you are reaching the intelligent classes—those with the means to gratify the desire to possess created by your advertising.

"JOURNAL" Advertising has a real plus value because of the high standing of this newspaper in Ottawa and the surrounding district. Its sane, constructive editorials, its splendid feature pages, its many community enterprises and its complete news-gathering services have earned for the "JOURNAL" an enduring place in the home circle.

Make generous provision for the "JOURNAL" Dailies in your Fall and Winter Schedules.

THE OTTAWA JOURNAL

(Members A.B.C.)

The Morning Journal
Average Paid 5,028

The Evening Journal
Average Paid 22,270

Average Net Paid Circulation for the first Eight months of 1921 - 27,298

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg
LONDON, ENG.—Robert Houston, Effingham House, 1 Arundel St. Strand, W.C. 2

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg. BOSTON—Old South Bldg.

ess divergent temperaments; they follow different occupations; they have varying outlooks and aspirations.

"Newspaper Circles"

The boundaries of the markets in Canada represent so approximately the spheres of circulation of their daiiy newspapers, that they might almost be called "newspaper circles" stretching clear across the country—and in the case of primary circles, at least, rarely overlapping. The advertiser may cultivate these markets as intensively as he wishes by placing his advertising not only in the comprehensive primary circles, but in the smaller circles inside as well—and he may carry on the process until he is represented in every circle in every primary market.

But the flexibility of daily newspaper advertising permits the advertiser to do more. He may confine his appeal to only one primary market. In each of these circles he finds a similarity of temperament of the people and of climatic conditions. He can save expenses of his sales force and other selling efforts by intensively cultivating these markets in succession, and the profits from one trading territory may be sufficient to pay his promotion expenses in the next.

And if he has his retail outlets in more than one trading territory in such positions as to warrant advertising in all at the same time, he may vary his appeal in each territory so as to carry home his message with greater timeliness and greater force—and with greater economy. A tribute to Daily Newspaper Advertising was paid by the Advertising Agency of N. W. Ayer & Son in an advertisement in *Printers' Ink* a short time ago. Describing the advertising of the American Sugar Refining Company, the advertisement said:

"Metaphorically speaking, it rings the door bell and says, 'Good Morning, Madam: Now is the time to put up peaches.' "

"Three hundred miles away it may be time to put up pears or blackberries—there, the copy says so."

"Throughout the summer, as crops ripen in their various sections, American Sugar shouts, 'Save the Fruit Crop. This week is the peak of the season.' "

There you have the story of the flexibility of Daily Newspaper Advertising. Peaches here, blackberries there, fruit ripe this week in one section and becoming ripe next week in another section. Daily Newspaper Advertising telling variations of the same story in a timely, effective and forceful way in each territory—all at the same time, or at different times.

All of you are so well aware of the advantage of the "tie-up" of the general advertisement to the local retail outlet that it is not necessary to dilate upon its advantages here. It is recognized that a valuable feature of the advertisement is to answer the question "where" as well as the questions "what" and "why." An effort is being made in the United States to give other advertising mediums the advantage of answering the question "where" by the establishment of tel-u-where bureaus. You read the advertisement in the general medium—phone the tel-u-where bureau and they tell you where the article can be got, if it is recorded by them—which they will do for a fee. These service bureaus are located in a few of the larger cities in the East.

Comparative Costs

As to cost, it is possible to localize the argument by quoting figures published by Marketing (Toronto) in their issue of August 15th last. The total circulations of all Canadian Dailies were given as 1,700,000, and the milline rate as $2.80. The total circulations of all Canadian magazines were given as 398,000, and the milline rate as $9.07.

So that when people tell you about the long life of advertisements in some mediums you may point to the fact that they ought to live for some length of time as the same money would have bought three or four insertions in daily newspapers with the advantage, among others, of a timely change for each insertion.

Barbour's Rate Sheets (Sep. 1921) give the total circulations of morning and evening papers of the United States (excluding Sundays) as 28,000,000, and the aggregate minimum advertising rate as $86. per line, or a milline rate of $3.07.

The number of families in this Province as reported by a syndicate of Canada's seven leading magazines is 552,406. The combined circulations of those seven leading magazines in Ontario is 127,271.

There are 41 Dailies in Ontario, with a combined circulation of 722,000, and a milline rate of $2.49. Of this circulation in Ontario, the four Dailies of Toronto contribute over 400,000.

Comment on the comprehensiveness of daily newspaper circulation is unnecessary in the face of these figures. Undoubtedly there is duplication in the circulations of the Dailies. There is also duplication in the circulation of the magazines; for no magazine publisher would contend that the class of people who read his publication are unable to afford more than one magazine.

These days advertising has got to pay its way. Advertising has got to put on its working clothes. Advertising must produce. Advertising must sell goods.

The demand of business today is more sales—quicker turnover. Problems of production were solved during the war. There is lots of raw material today and plenty of help.

But the public is slow in buying. Merchants are canny in ordering. You are shipping "assorted dozens" where you used to ship by the gross or case.

The function of advertising today is to sell goods—to speed up turnover, to move the goods which have "backed-up" on the shelves of the retail merchant and in the wholesale houses and manufactories of the country.

Meets Different Conditions

Conditions in selling are subject to sudden changes and variations; advertising must have the ability to meet these changes.

Daily Newspaper Advertising meets different conditions in any part of the country at any time. It can be published almost without notice anywhere. It reaches the people instantly. It comes before them fresh every day. It covers practically every potential buyer in the country. Its cost is low. It enters the home in the medium from which the family learns the news of the day, finds entertainment and instruction, and receives its daily analysis of, and comment upon, the news—the medium which largely guides the thought and moulds the opinion of the family. It is received with a welcome, read with care, and treated with the same confidence and respect that is accorded the news, features and editorials of the family newspaper.

The war made the people steady and careful readers of daily newspapers. It emphasized the value of the daily newspaper in the home. It enlarged the circulations of the daily papers, and the worthy ones have retained their circulation increases. The war gave the daily newspapers their greatest advertisement. Daily newspaper advertisers are getting the benefit today.

* * *

Arthur Berthiaume of the Montreal *La Presse* will be one of the Canadian delegates to the World Press Congress at Honolulu which opened on October 10th.

"Dull Times are Good Times" says Wrigley

PLEASE ADDRESS COMMUNICATIONS TO THE LONDON ADVERTISER CO., LTD., NOT TO INDIVIDUALS

MEMBER AUDIT BUREAU OF CIRCULATIONS

MORNING NOON EVENING

The London Advertiser

ESTABLISHED 1863

LONDON, CANADA

October 15th, 1921.

To Advertisers and Agents
in Canada and the
United States.

Gentlemen:

Perhaps you read the statement of William Wrigley Jr., reprinted in the last issue of MARKETING, to the effect that when his firm has been "free to choose between good times and bad for a new selling initiative" they have on several occasions chosen the bad times.

Wrigley doesn't lightly brush aside the additional difficulties which salesmen are up against in dull times. He admits the unusual resistance is hard to beat down; but he contends that the advantages of such dull periods more than counterbalance the disadvantages. And the chief advantage, of course, is the lack of competition.

If other manufacturers in your line have called in their salesmen and suspended advertising, there is an excellent opportunity for you to step out and make a stir in the market at much less cost than would be the case if all your competitors were in the field.

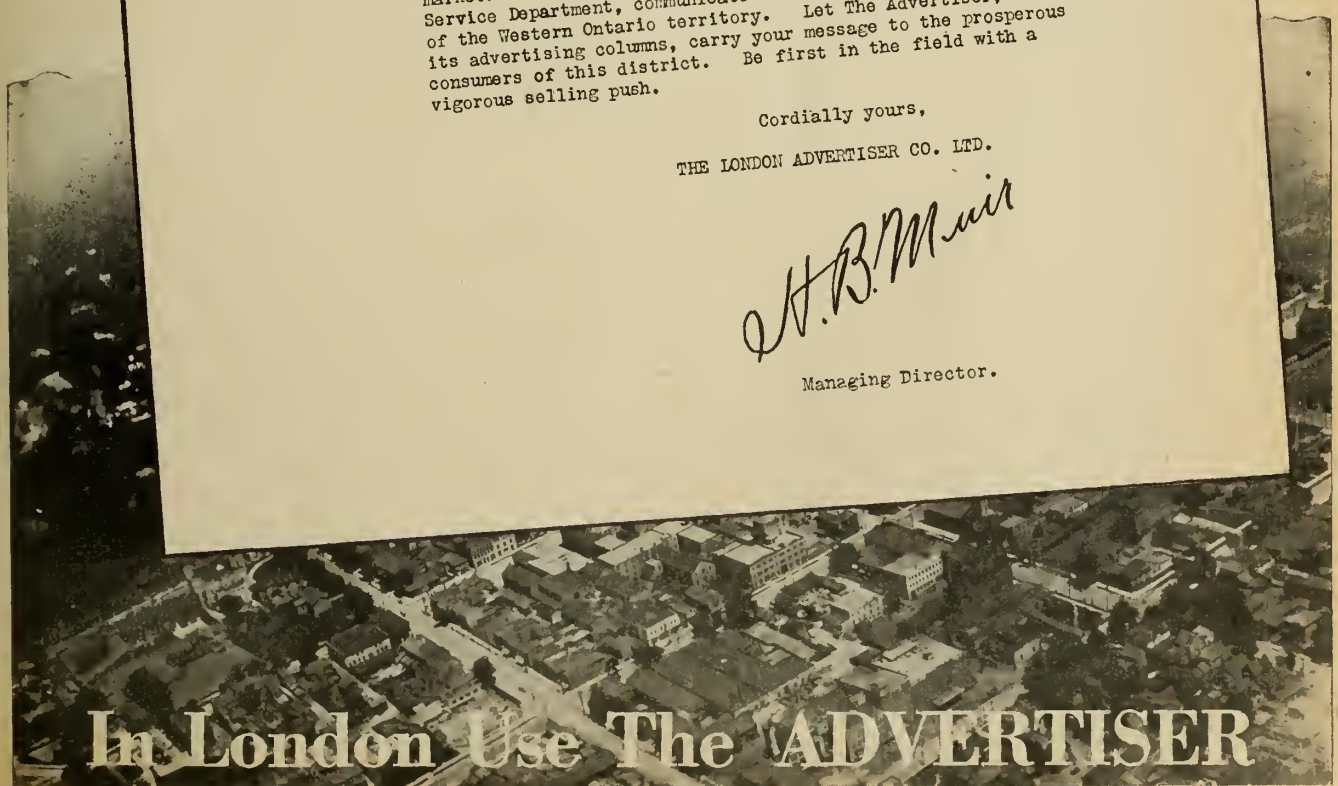
Why not try it out in London, an admittedly responsive market? Let The Advertiser, through its Merchandizing Service Department, communicate the news to the retail trade of the Western Ontario territory. Let The Advertiser, through its advertising columns, carry your message to the prosperous consumers of this district. Be first in the field with a vigorous selling push.

Cordially yours,

THE LONDON ADVERTISER CO. LTD.

H. B. Muir

Managing Director.



EDITORIAL COMMENT

Why Do They Do It?

ADVERTISERS in the United States occasionally fail to remember that Canada is *not* just another State in the Union. Many points in advertising copy that are quite appropriately made in addressing the nation to the south of us are ludicrously out of place when the same advertiser seeks to impress a Canadian audience. Several instances of this kind were recently pointed out in an address by L. J. Cunniff of the H. K. McCann Company before the Advertising Club of Cleveland, notably one in which a Fourth of July advertisement was run in Canadian publications, headed, "A Second Declaration of Independence," with the Stars and Stripes mortised out and replaced by the Union Jack!

Errors such as these, due to variances of speech and custom in the two countries, make a certain percentage of American advertising unintelligible or unpalatable to readers of Canadian periodicals.

Another flagrant case has recently been brought to the attention of MARKETING by Edward B. Curzon, advertising manager of Darling Brothers Limited, Montreal, who sends a circular letter received by his firm from the Griffith-Stillings Advertising and Merchandizing Service, Boston, in which the claim is triumphantly made that "American advertising raised the funds and men that won the World War!"

Now, a statement of that sort may be quite legitimate, forceful and intelligible in the United States. It may be, and probably is, employed by people who believe it to be a gross exaggeration of the truth, but who use it to instill patriotic fervor in the breast of a prospect. But it won't *go*—as they say— on this side of the line.

That it has an absolutely adverse effect on the minds of Canadian prospects may be judged from the following bit of verse which Mr. Curzon was inspired to write after perusing the circular:

A FISH STORY

Now a shark, one day, in the sea they say,
Was swimming and floating about;
And while basking there, he was taking care
To see what bathers were out.
In a very short while, he emitted a smile
And he snapped his jaws with glee;
For coming his way, was a man they say
Who belonged to the Land of the Free.
As the man drew near, some words quite clear
Stood out on his brawny back.
Said the shark, "I will read, before I feed,
Then be off on another tack."
Then he laughed and he shook, after taking a look
At the words tattoed he saw
On the back of the man, which was burned to a tan
"America won the war!"
Then the shark turned quick, he was feeling sick,
Still a smile on his fat face sat,
"I prefer for a meal, some food that is real,
Even I cannot swallow that!"

Canadians do not begrudge Americans the glory which accrued to them as pinch-hitters in the European war; but having lost the lives of thousands of countrymen in the same struggle they are inclined to regard the boast of enthusiastic Americans about "Winning the War" much in the same way—to vary the metaphor slightly—as they would the boast of a billiard player who, having allowed his partner to tally the big end of the score, manages to make the few points at the finish necessary to "run out," and takes the credit for winning the game.

We were partners in the big scrap, and the fewer post mortems the better. The point is only brought up here as an indication to American advertisers that in planning a campaign for Canada the differences of sentiment, as well as the divergence of our respective histories, customs and institutions, should be taken into account.

* * *

The woods are full of men who are waiting for somebody else to solve their problems.

* * *

Selling On The New Level

H. G. WELLS, in his "Outline of History," relates that in prehistoric times there existed an ancient civilisation surrounding the Levantine lake into which poured the Nile, the Euphrates, and that old antediluvian river whose partially dried-up bed now holds the waters of the Red Sea.

As the great ice-caps at the Poles melted with the conclusion of the age-long Glacial Period a great tidal wave swept through the Pillars of Hercules and inundated the Mediterranean basin. The peninsular now known as Italy, which then connected Europe to Africa, was permanently submerged to the south of Sicily, and the homes of the lake-dwellers about the waters of the Levant were completely washed away. That ancient civilisation was uprooted. Refugees struggled as best they could into the hills of Asia Minor. Anxiously they waited for the great historic flood to subside. Eventually it did subside, but not wholly, not to the former level; and finally these homeless ancients, wearied of waiting for normal conditions, set themselves to re-building their civilisation on the new level and there arose the great races of Babylonia, Assyria, Egypt and Phoenicia.

And that is what we are up against right now—rebuilding on a new level. It will be a long time before the wave of buying resistance will wholly subside. Selling conditions may never get entirely back to what we considered normal a few years ago.

"Thinking Forward" is the title of an article by William R. Basset in a recent isue of *Collier's*. He urges a policy of thinking forward instead of backward, of meeting conditions as they exist instead of chasing the will-o'-the-wisp of things as they used to be.

Business must and can be re-built under the existing stress and strain. Don't say it can't be done. The Egyptians and the Assyrians did it at the very dawn of history when men were little more than savages.

Perhaps we need just that fearlessness, that dauntless tenacity which is a characteristic of the savage spirit to carry us through the present crisis.

If those homeless wanderers on the Caucasian hills had quit a few centuries ago where would we be now? And if *we* quit, what about posterity?

* * *

You cannot make today's dollar the way you made yesterday's.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives.

When Not to Sell

The Southern Cyprus Manufacturers' Association startled their dealers by using a two page spread headed: "Don't Advocate Cyprus." When the dealer read further into the advertisement he found a list of uses for which cyprus wood was unfitted yet for which it was frequently sold. This wood is recommended as a splendid one for outside finish. Some of the dealers had been attempting to make cyprus do the work of other woods and the attempts did not reflect credit on cyprus.

While emphasising the importance of using cyprus when that wood would do the work at least as well as any other, the association was clever enough to make the advertisement on the whole a strong boost for cyprus.

Every manufacturer appreciates the importance of having his product do only the work intended for it. The great trouble lies in impressing this on the dealer who too frequently succumbs to the temptation to sell when he is well aware that his goods will not answer the purpose they are bought for. This practice only brings the product into disfavor.

Many concerns send out booklets telling the dealer when not to sell. It cannot be said that on the whole these have been successful. Some well written advertisements might be more effective.

* * *

Does Your Portfolio Help?

When a man becomes a salesman he accepts a portfolio just as the recruit policeman accepts his star. Its his badge of office. Without attempting to study out whether or not a portfolio is of real assistance many firms consider that a husky portfolio is part of their salesmen's equipment.

Some of the more progressive concerns have found from actual experience that the usual leather case carried by salesmen is a detriment rather than a help. In the first place it marks a man as a salesman and there are many times when a salesman is not welcomed. Again, does the case serve its purpose to the greatest degree?

"Our men once carried portfolios," said the salesmanager of a wholesale grocery concern, "But we found that the grocers wouldn't take time to go through them with the salesman. Now our men carry a price list and a copy of the magazines carrying our advertisement, and a few samples in a small case that fits under the coat. They flash the advertisement that is actually running—that arouses interest—then the few samples are shown and usually business is done quickly. The grocer cannot waste time looking through a lot of stuff."

On the other hand the makers of Crisco spent $30 apiece on their portfolios when putting on a campaign two or three years ago. These were impressive cases carrying a complete line of advertising the company was using, dealer helps, etc. This company believed that to impress the dealer with the magnitude of the coming campaign it was necessary to gain and hold his attention by a rich display. They felt that many times the dealer had been unable to grasp the real significance of a campaign because the salesman was unable to demonstrate graphically enough with the material he had with him.

Robert H. Ingersoll & Bro. were among the first to use super-portfolios They sent their men out elaborately equipped. The returns were slow in coming in. Study showed that the dealer and salesman spent most of the time looking through the portfolio. The portfolio was eating up the time that should have been used in making sales.

The Ingersoll Company now supplies leather folders showing photos of their displays, current advertising and dealer-helps. The fact that their first portfolio didn't succeed proved what many concerns claim a portfolio cannot do—get attention for its contents.

A portfolio should shock—not grip. All of the details should be served in a booklet to be read at the dealer's leisure. The portfolio should save time in delivering a sales talk, add force and lead to more sales, not into more interest.

The portfolio should be designed to meet the trade the salesman carries it to. A grocer will be attracted by something handsome where the jeweller would not be so impressed. The jeweller is accustomed to attractive designs and so is not so susceptible.

A portfolio should be a bulletin—not a complete encyclopedia. It should contain copies of all forms of advertising to be put out with the proposed campaign and these should be flashed on the dealer while talking about HIS sales, HIS store and HIMSELF.

* * *

Keeping the Dealers Sold

The sales manager of a paint company declares the most nerve racking job he has found, to be that of holding on to his retailers.

"The retailer," says this executive, "is canvassed aggressively by concerns who want him to handle their lines in the place of yours. Their men call and talk to him. Perhaps they are able to put up a proposition which is better for the dealer than the one you gave him. In this case you have to make a counter-offer that is better than your competitor's. You may lose the dealer before you have a chance to make another offer."

"Also, he receives follow-up literature from other manufacturers. He may pay little attention to the booklets and folders that come through the mail but the bulk of it will likely make some impression on him. Some of the matter may be effective enough to interest him and get him thinking that the firm whose line he is handling is neglecting him. There is always the danger that the dealer may get the idea that the firm whose line he is handling lacks the 'pep' that some of the others who are coming after his business so aggressively possess."

"I believe that the products which are made by most big concerns are well made. One line may be a trifle better than another but the difference is slight among the leaders in the various fields. This makes dealer competition all the more keen; if three concerns in the same fields have makes of, say biscuits, that appeal just about equally to the public, then it is the manufacturer who has the best sales force who will sell the most—in this case the product has little to do with it. The dealer must be lined up and kept handling one line of biscuits. In this way the competitors may be beaten—but only as long as the dealer is held."

"We send out a constant stream of literature of all kinds to our dealers. The mailings have no set date, except in the case of the house organ which goes out every month. Usually a piece a week, at least is sent out. We take care to vary the shape and color of our literature so that the dealer will never get tired of seeing the same thing. Our salesmen are always supplied with new ideas for displaying our product."

"To men we would like to have listed as dealers we send as much of the literature that we send to our regular dealers as is applicable, as well as new matter written to appeal especially to them."

"None of our dealers will ever get the idea that we are 'dead ones' because they don't get as much mail from us as they do from our competitors!"

* * *

Four Page Letter that Bring Results

The four page illustrated letter is urged as the ideal form to enable the prospect to visualize the merchandise being advertised. This method of conveying the sales talk permits writing the opening of the message on page one, while the following pages, with detailed text, visualize through suitable illustrations the merchandise. When the prospect files the letter he files pictures and text at the same time, thus eliminating any chance of losing part of the letter. The four page letter is an economical means of advertising, too, as the cuts used in it may be used again in the catalog.

* * *

Salesmen Carry Letters for Dealers Use

Salesmen from the Goodyear Tire and Rubber Co. carry a portfolio containing a series of sales letters for the use of dealers. The dealer may sleect the series of letters he thinks best suited for his district. They are the sort of letters the dealer would write to his customers if he had time to prepare them.

SCARING THE PROSPECT INTO BUYING

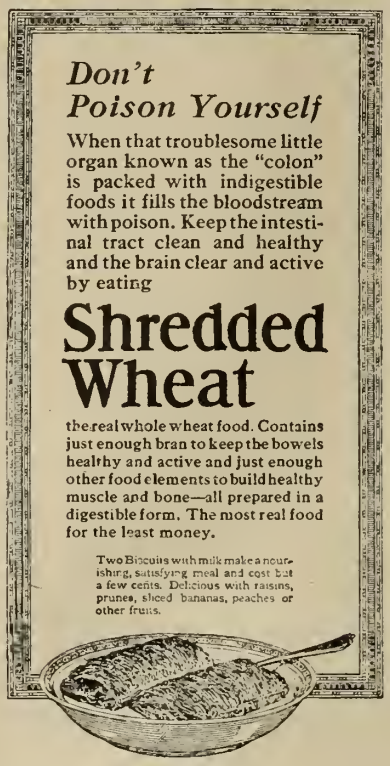
Some recent "scare" advertising for a variety of articles ranking all the way from beds to breakfast foods

By J. L. Love

SOME recent advertising would appear to be modeled in the morbid desire of the fat boy in Pickwick to "make your flesh creep." Medical dictionaries are being ransacked for nerve-shaking terms that will break the "buyers' strike" and send fear stricken mortals scurrying to the stores in a wild effort to head off physical decline, decrepitude and decay. Man is notoriously a timorous creature and the patent medicine men have long traded upon this fact. Their ad writers have from time immemorial "cashed in" on the elemental passion for long and healthy life. That fact has made pill rollers opulent and has placed balm brewers in the ranks of the multi-millionaires. That their lurid "scare" copy is seen less today than formerly is due to the fact, not that the public is any less credulous, but that those with white space to sell are a little more scrupulous.

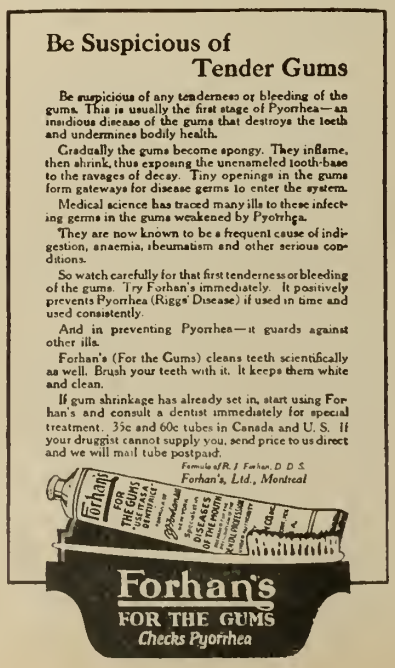
Advertisements of cure-all, make-you-young-again nostrums are still to be met with, but in sadly attenuated form, comparatively speaking. There exist, of course, numerous worthy proprietary compounds that are widely advertised and that do not command their large sale because of "scare" advertising, but these belong to a class sufficiently distinct from the foregoing to make specific mention unnecessary.

Some of the latest "scare" advertising has nothing whatever to do with drugs or medical apparatus, but covers a variety of articles ranging all the way from beds to breakfast foods, and embracing many things with which at one time any appeal to health or personal safety would not have been even remotely suggested. It is symptomatic of the times we live in, and is only one of many efforts to stimulate the clogged wheels of commerce. Theologians who have found their flocks indifferent to ordinary pulpit appeals have been known to inject threats of a warm time coming into their sermons, and something of the same strategy is to be seen in the horrible warnings held up before those who do not use Blank's hygenic hair-


Don't Poison Yourself
When that troublesome little organ known as the "colon" is packed with indigestible foods it fills the bloodstream with poison. Keep the intestinal tract clean and healthy and the brain clear and active by eating
Shredded Wheat
the real whole wheat food. Contains just enough bran to keep the bowels healthy and active and just enough other food elements to build healthy muscle and bone—all prepared in a digestible form. The most real food for the least money.
Two Biscuits with milk make a nourishing, satisfying meal and cost but a few cents. Delicious with raisins, prunes, sliced bananas, peaches or other fruits.

brush or Dash's antiseptic mouth wash.

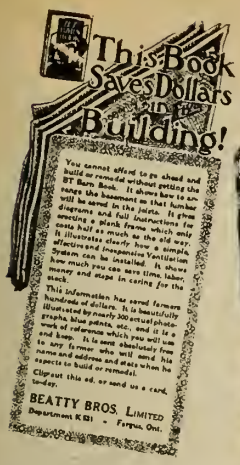
There are directions in which the "scare" headline is the only and quite legitimate line of approach. Insurance companies are making a

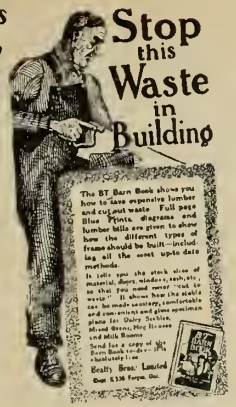

Be Suspicious of Tender Gums
Be suspicious of any tenderness or bleeding of the gums. This is usually the first stage of Pyorrhea—an insidious disease of the gums that destroys the teeth and undermines bodily health.
Gradually the gums become spongy. They inflame, then shrink, thus exposing the unenameled tooth-base to the ravages of decay. Tiny openings in the gums form gateways for disease germs to enter the system.
Medical science has traced many ills to these infecting germs in the gums weakened by Pyorrhea.
They are now known to be a frequent cause of indigestion, anaemia, rheumatism and other serious conditions.
So watch carefully for that first tenderness or bleeding of the gums. Try Forhan's immediately. It positively prevents Pyorrhea (Riggs' Disease) if used in time and used consistently.
And in preventing Pyorrhea—it guards against other ills.
Forhan's (For the Gums) cleans teeth scientifically as well. Brush your teeth with it. It keeps them white and clean.
If gum shrinkage has already set in, start using Forhan's and consult a dentist immediately for special treatment. 35c and 60c tubes in Canada and U. S. If your druggist cannot supply you, send price to us direct and we will mail tube postpaid.
Formula of R. J. Forhan, D.D.S.
Forhan's, Ltd., Montreal
Forhan's
FOR THE GUMS
Checks Pyorrhea

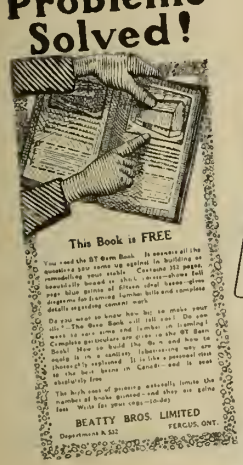
perfectly justifiable use of such copy. Fire fighting appliances and fire proof materials present another case in point. In the United States a good fight is being made out along similar lines for fire arms and revolvers. Probably the most familiar example of this type of advertising is that which has been done for Weed Chains. In such cases there is a commendable appeal to ensure safety of life and limb.

The argument on sanitary grounds has also been used effectively and without a too close application of the fat boy's formula in other directions. Simmons Beds advertising has carried a moderate amount of "scare" copy pointing out the undoubted advantage of using sanitary bedding, and gently insinuating that anyone who would enjoy a perfect night's rest must repose on a Simmons mattress "built of pure, clean, new cotton, sealed in carton roll in the Simmons sun-flooded work rooms". The copy artfully suggests that if you trust your wearied frame to any but a Simmons mattress you will be forced to entertain yourself nightly by counting sheep jumping over a hurdle, and that ultimately you will become a nervous wreck. Such will be the fate of those who fail to make certain that they are not reposing on a mattress originating in a germ-laden junk pile. The appeal to health is also made in the Simmons copy for separate beds, and readers are invited to send for a copy of the booklet, "What Leading Medical Journals and Health Magazines Say About Separate Beds and Sound Sleep".

Much medical advice, most of it of a vague and anonymous nature, is being used by the "scare" ad writer in his efforts to make a timorous public buy. Having assimilated a crude hint from Dickens to make the reader's "flesh creep", the copy man has acted on the dictum of Bernard Shaw that doctors and surgeons are the modern priestcraft with by far the largest and most docile following, with the result that medical advice and warning is utilized to the full. Not only are "eminent physicians"


This Book Saves Dollars in Building!
You cannot afford to go ahead and build or remodel without getting the BT Barn Book. It shows how to arrange the basement so that lumber will be saved in the joists. It gives diagrams and full instructions for erecting a plank frame which only costs half as much as the old way. It illustrates clearly how a simple, effective and inexpensive Ventilation System can be installed. It shows how much you can save time, labor, money and steps in caring for the stock.
This information has saved farmers hundreds of dollars. It is beautifully illustrated by nearly 300 actual photographs, blue prints, etc., and it is a work of reference which you will use and keep. It is sent absolutely free to any farmer who will send his name and address and state when he expects to build or remodel.
Clip out this ad. or send us a card, today.
BEATTY BROS. LIMITED
Department K 121 - Fergus, Ont.


Stop this Waste in Building
The BT Barn Book shows you how to save expensive lumber and cut out waste. Full page Blue Prints, diagrams and illustrations are given to show how the different types of frame should be built—including all the most up-to-date methods.
It tells you the stock sizes of material, doors, windows, sash, etc., so that you need never "cut to waste". It shows how the stable can be made sanitary, comfortable and yet economical and gives specimen plans for Dairy Stables, Mixed Barns, Hog Houses and Milk Rooms.
Send for a copy of the Barn Book—it is absolutely free.
Beatty Bros. Limited
Dept. K136 Fergus, Ont.


Building Problems Solved!
This Book is FREE
You need the BT Barn Book. It answers all the questions you come up against in building or remodeling your stable. Contains 352 pages, beautifully bound in stiff covers—gives 300 page blue prints of fifteen ideal barns—gives diagrams for framing, lumber bills and complete details regarding cement work.
Do you want to know how to make your stable warm and light? Do you want to save money and lumber on framing? Do you want to save steps and labor in the BT Barn Book? Now to build the barn and how to equip it in a sanitary, labor-saving way are thoroughly explained. It is like a personal visit to the best barns in Canada—and is sent absolutely free.
The high cost of material naturally limits the number of books printed—and they are going fast. Write for yours today—to-day.
BEATTY BROS. LIMITED
FERGUS, ONT.
Department A 322

The Canadian Countryman

and Beatty Bros.

Ask for Canadian Countryman's latest A.B.C. Report

ADDRESS ALL COMMUNICATIONS TO THE COMPANY NOT TO INDIVIDUALS

BEATTY BROS. LIMITED

BT COMPLETE BARN & STABLE EQUIPMENT
PUMPS, CHURNS, WASHERS, LADDERS, BARN DOOR TRACK, GRAIN GRINDERS, Etc.

BT STANDS FOR BEST

HEAD OFFICE, FERGUS, ONT.
Branches LONDON, WINNIPEG, EDMONTON, VANCOUVER, MONTREAL ST. JOHN, LONDON ENG.

REFERENCE D.R.P. 2-5-28

FERGUS, ONT.

The Canadian Countryman,
Toronto, Ont.

Attention Mr. T. J. Tobin

Dear Mr. Tobin:-

I think that you should be congratulated on the progress you have made with Canadian Countryman. I shall probably be able to give you a better recommendation at the end of the present selling season when I have checked my inquiries and sales.

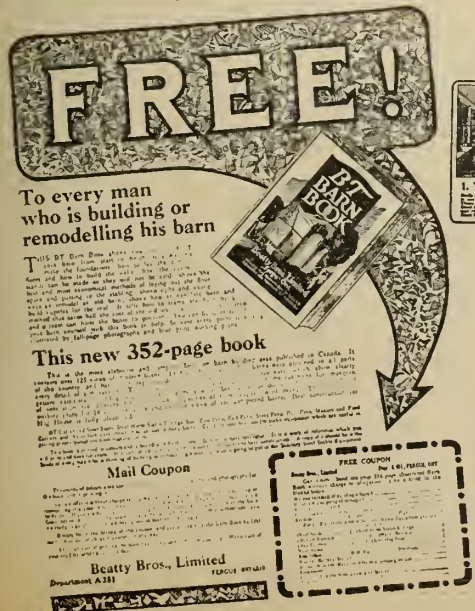
For the time being however, I am glad to say this, that our Sales Managers tell me that they are always pleased to see inquiries from the Countryman, as these prospects from your paper generally turn out to be farmers who have sufficient means to equip their barns properly and are writing with the serious intention of making improvements in their places in the most up to date fashion.

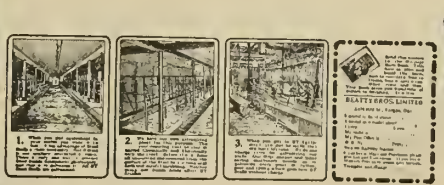
Yours truly.

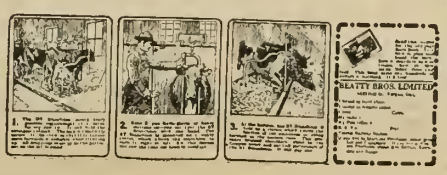
Beatty Bros. Limited

Per D'Alton Potter
Advertising Manager

D'Alton Potter/AAL







quoted, but in close juxtaposition to the "scare" headlines, solemn and white robed chemists are shown in their laboratories, Surrounded by the globes and crucibles of their art, they peer with heavy frowns and puckered brows into test tubes and microscopes. The sequel, it is fondly hoped, will be to send the quaking reader, horrified to realize that he has been standing on the verge of an unsuspected abyss, rushing out to secure a liberal supply of the particular elixir of life advertised.

A tendency to force the health appeal to the limit is seen in the Shredded Wheat advertisement with its "scare" heading, "Don't Poison Yourself". Read in conjunction with its context, the advice is robbed of its sensationalism, but the bald injunction of the display lines conveys a suggestion that is not impressive. Nowadays there are as many breakfast foods as there are religious bodies, and their devotees are no more distinguishable than the adherents of the innumerable sects. Not even those who indulge in no particular brand of morning cereal are suffering to any noticeable degree from the abstemsion or showing any signs of slow suicide. Shredded Wheat is an excellent article of diet but it does not rank amongst the reliable antidotes for poison.

Dentifrice and tooth pastes are presenting another fertile field just at present for the use of flesh-creeping copy. It is impossible to read some of these dental ads without sympathising with the man who went into a reference library to consult a medical book. A friend had asked him to ascertain the marks of a certain disease. His morbid curiosity grew as he read, and he practically finished the book at a sitting. Finally he left the building a doddering wreck, convinced that he was suffering from all the ailments of which he had been reading such minute particulars.

Forhan's advertisement mentions indigestion, anaemia, rheumatism and "other serious conditions" as being frequently caused by "pyorrhea", the last being a medical term nicely calculated to strike terror to the heart of the laymen; in other words, to make his "flesh creep." It is described in the ad as "an insiduous disease of the gums that destroys the teeth and undermines bodily health". Its ravages are graphically described, but they can be avoided and checked, the advertisement asserts, by the prompt application of Forhan's.

Pepsodent copy covers the same ground and make use of largely the same arguments, and there are others. They all talk learnedly of germs bred in the film, which, with tartar, are "the chief causes of pyorrhea—also of many other troubles, local and internal." Pepsodent discourses on the "starch digestant in the saliva" and the "alkalinity of the saliva." That much ill-health is traceable to neglected teeth is true, but a good deal of tooth paste has been sold on the personal appearance and cleanliness argument alone. It may be that competition is so keen that people have to be "scared" into trying the new-comers, but if so, it is an argument that cannot be used indefinitely and which throws a greater strain upon the English language each time it is used. When the fat boy found his efforts to make the "flesh creep' begin to lose their power he was driven to verbal flights that soon landed him in the ranks of the unreliable.

VOLUME ADVERTISING CANADIAN MAGAZINES, for APRIL-MAY-JUNE, 1921

(For principle classifications. Exclusive of publishers' own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies	Foods, Confections and Beverages	Household Supplies	Household Equipment	Music and Instruments	Toilet Specialties	Wearing Apparel	Financial, Insurance, Government, etc.	Proprietary Remedies	Not otherwise Classified	Total Agate Lines Advertising
MacLeans Magazine	6	700	14,162	10,232	9,146	11,760	1,014	14,845	11,105	2,317	3,115	39,896	117,592
Canadian Home Journal	3	700	3,656	9,192	8,937	12,529	1,470	10,213	11,253	196	3,250	20,045	80,741
Everywoman's World	3	800	2,045	9,098	6,447	7,014	719	10,714	6,286	90	3,692	19,828	65,960
Western Home Monthly	3	720	3,992	8,181	3,732	2,797	1,882	4,173	3,007	3,092	3,325	16,902	51,083
Canadian Magazine	3	224	2,191	6,264	1,568	3,192	873	1,848	3,136	3,318	3,864	14,004	40,258
Christian Guardian	13	700	.....	3,520	1,796	2,188	1,335	.....	1,633	9,974	476	16,497	37,419
World Wide	13	700	2,315	1,844	193	100	.....	420	1,960	6,991	174	6,753	20,759

VOLUME ADVERTISING CANADIAN FARM PAPERS, for APRIL-MAY-JUNE, 1921

(By principle classifications. Exclusive of publishers' own advertising. Figures compiled by MARKETING)

Publication	No. of issues	Autos, Tractors Accessories, Supplies	Dairy Equipment and Supplies	Farm Implements and Machinery	Farm Equipment	Seeds and Supplies	Household and Personal Supplies	Stock Food and Remedies	Banks, Insurance and Government	Classified	Not Otherwise Classified	Comparative Total Com'l Advertising	Live Stock Advertising	Proprietary Remedies	Total Agate Lines Advertising
Grain Grower's Guide	13	31,150	7,171	10,041	25,006	5,013	32,320	2,365	14,655	16,756	20,088	164,565	4,420	974	169,959
Farmers' Advocate (London)	13	28,773	7,882	13,727	39,344	4,946	32,472	3,033	5,296	1,025	12,282	148,780	27,581	687	177,048
Canadian Countryman	13	32,885	5,519	11,409	37,978	3,935	31,770	3,762	4,345	785	11,710	144,098	9,943	454	154,495
Nor'West Farmer	6	29,672	4,815	8,991	21,719	3,370	27,701	1,217	7,653	5,650	14,585	125,373	9,347	119	134,839
Farmer's Advocate (Wpg.)	13	24,364	7,774	7,101	18,254	3,614	30,649	2,458	9,718	2,286	14,522	120,740	4,673	868	126,381
Farm & Ranch Review	6	20,089	6,916	6,504	16,172	1,417	18,652	968	8,368	2,083	14,082	95,251	3,961	2,218	101,430
Farmer's Magazine**	11	18,825	2,400	5,569	23,616	1,627	30,034	432	2,907	892	7,831	94,133	1,888	2,108	108,129
Canadian Farmer*	12	14,163	537	6,772	14,707	2,181	16,066	2,016	6,651	514	13,501	77 108	1,898	3,437	90,443
Farm & Dairy**	11	13,630	7,689	5,374	18,274	3,502	5,368	1,660	2,903	1,159	8,590	68,149	11,504	1,128	80,781
Maritime Farmer	6	11,849	2,416	7,094	15,491	3,292	16,640	2,038	2,248	1,131	4,533	67,732	4,312	3,715	75,759
United Farmer's Guide	7	9.269	1,658	1,772	9,496	1,744	12,792	1,824	1,766	1,522	5,740	47,583	2,040	.....	49,623
Family Herald & Weekly Star (Eastern)	13	33,542	7,854	13,771	37,005	9,039	73,867	4,349	10,895	24,670	28,650	243,642	572	11,624	255.838
Family Herald & Weekly Star (Western)	13	32,537	6,324	12,023	26,562	6,297	66,209	4,346	12,596	27,037	24,925	218,856	336	10,221	229,413
Ottawa Farm Journal	26	26,273	5,646	9,562	22,874	5,329	28,695	3,380	2,136	25,895	23,080	152,870	13,383	15,840	182,093
Farm & Home	13	11,693	4,029	3,539	16,139	8,729	25,450	9,236	4,081	14,876	48,735	146,507	1,460	7,814	155,781
Farmer's Sun	26	17,766	4,893	6,256	20,644	7,647	20,637	3,202	10.191	13 315	32,599	137,150	1,164	4,418	142,732
Free Press & Prairie Farmer	13	20,391	2,402	4,650	5,474	2,144	20,537	1,030	2,749	11,380	23,745	94,502	363	20,708	115,573
Montreal Weekly Witness	13	4,721	340	308	3,997	1.011	3,683	302	3,189	6,925	3,422	27,898	.....	11,241	39,139

*-1st June issue missed owing to strike. **-2 June issues missed owing to strike.

The IDEA *Behind*
the Farmer-Owned Press

AS INDIVIDUAL PAPERS
the Farmer-Owned Press of Canada

need little introduction to advertising space-buyers. As a group, however, they present a new idea in the farm paper advertising field. This brief introduction has to do with this idea—an idea, we believe, of prime importance to the advertiser seeking to obtain the utmost from his expenditure.

The great bulk of agricultural journalism has to do with what is technically termed Productive Agriculture—field crops and live stock with their various dependent issues. It is a tribute to the efficiency of the farm journals that their persistent and insistent preachings have borne fruits in increasing acre and herd returns under conditions of decreasing man power. In this field (Productive Agriculture) the farmer-owned papers have carried their share of the lead.

But there is another field in agricultural journalism to which the farmer-owned papers are also devoted. This field is Economic Agriculture and is distinguished from the first in that it deals with the farmer's problems as a citizen rather than as an individual. Thus it treats of the fundamentals underlying transportation and marketing and the economics of the system under which he does business. Economic Agriculture is the newest study in the farm field today and, judging from the obvious standard of circulation prestige, the most popular.

Each of the farmer-owned papers was called into being by the demand of an influential body of farmers in the section which the paper was started to serve. Each is owned by its readers, which fact, alone, is of outstanding importance in measuring reader interest and its effect on advertising returns. Each paper (for the farm journal field it covers) dominates that field in quantity of circulation and volume of advertising. And each paper, while serving its readers to the best of its ability in the highly-competitive field of Productive Agriculture, is also practically their sole source of information in the increasingly-popular field of Economic Agriculture.

Signed by ***The Farmer-Owned Press of Canada,***

The Grain Growers' Guide
WINNIPEG, Man.

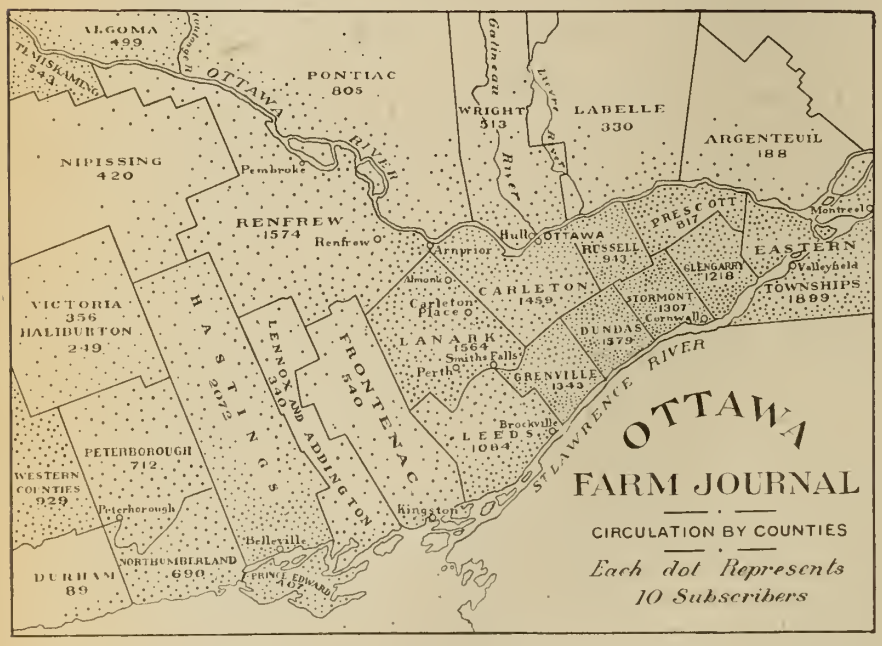
The Farmers' Sun
TORONTO, Ont.

The United Farmers' Guide
GARDENVALE, Que.

Joint Advertising Offices—
TORONTO, ONT.—53 Yonge Street.
WINNIPEG, MAN.—290 Vaughan Street.
MONTREAL, QUE.—Gardenvale, P.O.
NEW YORK, N.Y.—1478 Broadway.

87% of Ontario Cheese

produced in *Ottawa Farm Journal* territory



The above map visualises THE OTTAWA FARM JOURNAL'S paid circulation of nearly 25,000 per issue—every copy by mail direct to a rural or farm home.

Latest available figures give the annual Cheese production of all Ontario as 103,320,041 lbs., valued at $27,920,477.

The Counties of Eastern Ontario in which the circulation of THE OTTAWA FARM JOURNAL is so largely concentrated were responsible for 89,576,661 lbs. of this huge total, valued at $24,174,157.

To get 'next' to these progressive dairymen and potential buyers THE OTTAWA FARM JOURNAL is indispensable. 9,000 greater circulation than any other Canadian farm paper in this territory.

Make generous provision for THE OTTAWA FARM JOURNAL in your Fall and Winter advertising schedules.

The Ottawa Farm Journal

OTTAWA (Member A.B.C.) **CANADA**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

Western Advertising Managers Met At Banff

The second semi-annual meeting of the Western Canadian Daily Newspaper Advertising Managers' Association was held October 19 and 20 at Banff, Alberta, and included a joint session with the Western Circulation Managers' convention held at the same time and place, at which such matters as "Quality Circulations," "Billboard Advertising," "Free Copies" and other matters were discussed.

Most of the important western dailies were represented and questions concerning rates and contracts were thoroughly threshed out. Censorship of advertising copy became the subject of considerable comment, and various proposals for advertising the Western Canadian territory were considered.

* * *

Associated Business Papers To Convene In Chicago

The annual convention of Associated Business Papers Inc., is to be held in Chicago, October 24, 25 and 26. Several members of the Canadian National Newspapers and Periodicals Association are also members of the A.B.P., and will attend the sessions of that organization, which will deal with problems vital to trade paper publishing.

* * *

A thirty-two page booklet entitled "Tariff Policies Throughout the World," was issued this month by the editorial department of the Canadian Reconstruction Association, 6 Jordon Street, Toronto. This report analyses the tariff changes of the principal countries and indicates the general trend of legislation pertaining thereto.

* * *

The Knox Hat account has been secured by Sheridan Shawhan and Sheridan Inc., 30 East 34th Street, New York City.

* * *

Lists will be made up for the National Carbon Company, manufacturers of Columbia Batteries by the Wm. H. Rankin Company from October to December Practically every form of advertising will be used.

* * *

Lord and Thomas, Chicago, have recently made up lists for the fall and winter advertising of the Palmolive Company.

* * *

Farm and Dairy, Peterborough, Ont., and *Western Canada Mining, Engineering and Coal Age* have been admitted to membership in the Canadian Newspopers and Periodicals Association.

* * *

The George Batten Company will shortly send out instructions to Canadian newspapers magazines and trade papers for the advertising of the Florence Manufacturing Co., Florence, Mass.

* * *

With the dissolution of the Commission of Conservation, the educational and information branch of the work of that body has been transferred to and co-ordinated with the service of the National Resources Intelligence Branch of the Departement of the Interior. To those interested the Natural Resources Intelligence Branch is prepared to forward literature and answer inquiries relating to Canada, its natural resources and their development. Application should be made to the Superintendent.

Abundant Apple Crop in B.C. Above All Previous Records

LATEST available figures indicate that British Columbia's apple crop this year has been unusually abundant, totalling more than 4,000 cars.

This is an increase of over 2,000 cars as compared with last year, and about 1,200 cars above the previous peak crop in 1919.

B.C. "Wealthies" are being advertised throughout the Dominion, which affords tangible evidence that far-away markets are being cultivated for the super-abundance of this year's remarkable crop.

The fruit crop in British Columbia is one of the many contributing factors to the all-the-year-round prosperity of the farthest-west province.

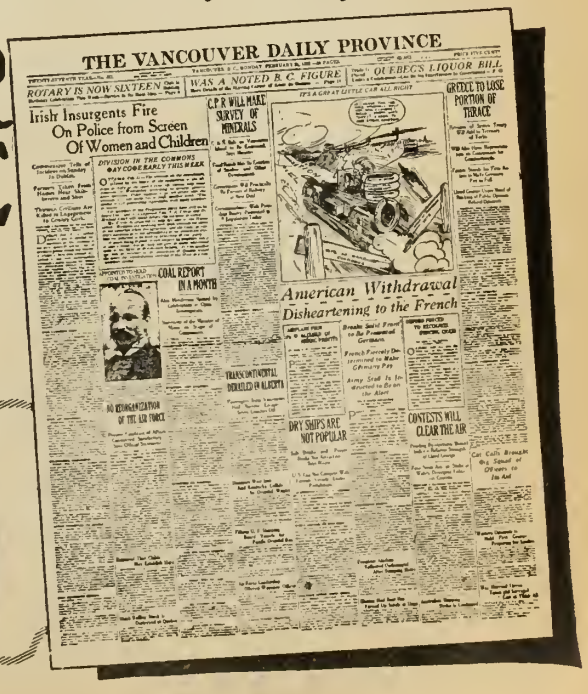
* * *

The wealth of British Columbia gravitates to Vancouver, and the trade of the prosperous citizens of Vancouver gravitates to the advertisers in the VANCOUVER PROVINCE, British Columbia's greatest newspaper.

The "Province" invites a comparison of its A.B.C. statement with the A.B.C. statements of other British Columbia dailies

Circulation Over 60,000 Every Day

The VANCOUVER Daily PROVINCE


THE VANCOUVER DAILY PROVINCE
ROTARY IS NOW SIXTEEN
WAS A NOTED B.C. FIGURE
QUEBEC'S LIQUOR BILL
Irish Insurgents Fire On Police from Screen Of Women and Children
C.P.R. WILL MAKE SURVEY OF MINERALS
GREECE TO LOSE PORTION OF THRACE
American Withdrawal Disheartening to the French
COAL REPORT IN A MONTH
DRY SHIPS ARE NOT POPULAR
CONTESTS WILL CLEAR THE AIR

How to Meet Price Competition with Quality Arguments

Are your salesmen up against the "just-as-good-for-less-money" kind of competition?

If so, send them a copy of

"How to Sell QUALITY"

the new Dartnell manual for salesmen, prepared with the co-operation of 1500 sales managers.

Describes actual plans and methods used by salesmen who have been successful in combating price competition with quality arguments.

Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cut and keep the old customer sold on quality.

Few salesmen are really awake to the tremendous advantage which quality gives them in sales work. This book will open their eyes and give them new inspiration.

Standard Board Binding.

$1.25 each. $12.00 a dozen.

Order now from

"Marketing"

53 Yonge Street, Toronto

President McIntosh Addresses Toronto Advertising Club

After a lengthy period of comparative inactivity, the Toronto Advertising Club has awakened to a season of renewed life. Evidence of this was seen at a largely attended banquet held at the Sunnyside Pavilion on October 3rd., presided over by W. T. Gregory, acting president of the Club.

The attraction of the evening was an address by Charles Henry MacIntosh, president of the Associated Advertising Clubs of the World, who outlined the broad principles underlying successful national advertising and retail selling.

At the outset the speaker announced a new program for the Associated Clubs which had been inaugurated at the Atlanta Convention and which was concerned chiefly with the teaching of retail salesmanship. In his subsequent remarks Mr. MacIntosh explained how such a course had been prepared and how it should be presented.

In a racy account of an advertising manager in search of selling points, the speaker drew upon his own experience in the company of various logging machinery salesmen, pointing out that in all commodities the same principles of salesmanship applied without exception. He conceived the manufacturer, jobber and retailer as sections of a merchandising pipe which must be kept clear by the ultimate sale of goods to the consumer. To maintain the flow through the various sections of that pipe was the whole art of selling. No sale was really made until the retailer's clerk had taken the article from the shelf and handed it to the customer.

Advertising, said Mr. MacIntosh, begins with the manufacture of the goods. The selling points must be built into the article. He illustrated his argument by showing the logical steps to be followed in nationally advertising a toothbrush. The manufacturing, packing, distributing and retail selling, insofar as they affected the advertising campaign, were fully dealt with.

Goodwill is what brings the customer back, was one of the speaker's definitions, and he urged that visitors to a retail store should be welcomed with the same cheerful courtesy as when they visited a friend's house. In this connection Mr. MacIntosh emphasized that true salesmanship was not getting rid of stock, but selling to the customer the use to which the article would be put. "Don't sell people augers," said a well known tool manufacturer, "sell them holes and then they must buy augers to make 'em!" In selling service lay the secret of successful salesmanship.

Mr. MacIntosh stated that his organization had prepared, and was presenting to all affiliated Clubs, a course of salesmanship for retail clerks, who in the final analysis were the agents that made a sale efficient so far as reproduction of the article was concerned.

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Canadian Delegates To Attend D.M.A.A. Convention

Between twenty-five and thirty Canadian delegates will attend the Direct Mail Advertising Association Convention and Exposition at Springfield on Oct. 25, 26 and 27. Miss Margaret Wade, London, Ont., editor of *McClary's Wireless*, has a place on the program with an address on "House Organs."

About twenty leading national advertisers will be present to speak on various advertising problems and each address will be followed by an open forum for question and debate. A number of the Canadian visitors will lead in various discussions.

In addition to the day sessions of general interest, three round table evening conferences will be staged at Nayasset Club. Admission to these conferences will be by invitation, and the subjects to be discussed are better letters, house organs and production.

During the convention an exposition of printing processes and direct mail systems will be on view.

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Winnipeg Bookbinders Give In

A. E. Harwood, secretary of the Winnipeg Bookbinders' Union, announced on Sept. 25th that the members of his local were willing to return to work. The men have been on strike since July 1st.

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J. M. Imrie, Managing director of the *Edmonton Journal*, and former manager of the Canadian Press Association, addressed the Canadian Club of Toronto a few days ago on his "Impressions of the Peace River Country."

A.A.A.A. Convention Oct. 11-12 In Philadelphia

The fifth annual convention of the American Association of Advertising Agencies will be held in Philadelphia, Oct. 11 and 12. Eugene McGuckin, chairman of the Philadelphia Council of the association, will be in charge of the convention arrangements.

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J. B. Rathbone has been appointed special representative in Toronto and Montreal for *Western Home Monthly*, published by the Stovel Company, Winnipeg.

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J. K. Wallace has been appointed sales manager for the Crown Tailoring Co., Toronto.

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Harold H. Cluse, advertising manager with the Salada Tea Company, Toronto, has been appointed manager of the Company's Montreal Office. He is succeeded in Toronto by J. S. Black, who has been promoted from the position of assistant manager at Montreal.

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A new hand cleanser "Silko" is being put on the market by the Silko Products Company of Hamilton, Ont.

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Herbert Mason, for some time on the sales staff of the Grip Limited, has joined the staff of the Acme Press, Toronto.

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W. J. Southcombe, London, England, is sending out small copy to Canadian newspapers for Blair's Pills and Dr. Stedman's Teething Powders.

SOLID SATISFACTION

comes to advertisers who use

The Saskatoon Daily Star

SASKATCHEWAN'S GREATEST NEWSPA PER

(*EVENING*)

and

The Saskatoon Phoenix

(*MORNING*)

BECAUSE

These two newspapers are the only newspapers thoroughly covering Central and Northern Saskatchewan.

This means they cover a tremendous territory which is at present yielding a tremendous production of wealth in foodstuffs which the whole world needs.

Consider the foregoing, study the import of such a statement and the conditions it implies.

In this territory is a "favourable condition" for marketing your products. As an advertiser you will appreciate it.

The two newspapers covering such "conditions" are surely profitable "mediums" for you to use.

W. F. HERMAN, Proprietor

Also proprietor of The Border Cities Star, Windsor, Ont.

National Advertising Representatives—

F. W. THOMPSON,
100 King St. West, Toronto, Ont.

W. H. STOCKWELL,
People's Gas Bldg., Chicago, Ill.

C. E. MILLER,
235 Fifth Avenue, New York.

There's a

Big Market

in Victoria, B.C., for practically every high-grade advertised product. And you can reach this market with certainty by advertising in the

Victoria Daily Times

EVENING

"*The Home Paper*"

This paper has real standing and influence with its readers.

If you are not familiar with the Victoria Daily Times, ask any good advertising agency. Or, if you prefer, write for a recent copy and look it over yourself.

We have a Service Department which is well-equipped to provide advertisers with any information desired concerning the prospects for merchandising any advertised goods in Victoria and vicinity.

Member A.B.C.

Eastern Canada Representatives—
E. J. Guy, Royal Bank Bldg., Toronto, Ont.
Frank Calder, 22 St. John St., Montreal.
United States Representatives—
Henry de Clerque, inc., 5 S Wabash Ave. Chicago, Ill.
Henry de Clerque, 1 W. 34th Street, New York.
W. R. Baranger Co., Post-Intelligencer Bldg., Seattle, Wash.

"Perfect Package Month" During November

All trades and industries have been asked to co-operate in the "Perfect Package Movement" to be inaugurated by the railroads, steamship lines and express companies in the United States and Canada, in November, which has been designated as "Perfect Package Month."

The purpose of the movement is to stimulate further public interest in good packing of shipments and to enable the carriers to improve the transportation service of the country. During November, an examination of all shipments sent by freight or express, will be conducted, to obtain information as to the best shipping methods carried on by the various trades and industries.

In every city and town, the railroad and express people will form campaign committees, to co-operate with local shippers' associations, in carrying out the plans announced for "Perfect Package Month." "Exception Reports" will be made out for all faulty shipments discovered and these reports will be sent to the Shippers' Association for tabulation, to ascertain how high a percentage for "Perfect Packages" the shippers of that city have attained.

Comparisons of the records made by the various cities during November will be announced at the conclusion of the drive. The entire working forces of the railroad and express carriers, comprising some 2,000,000 men, will aid in the movement. The railroads are pushing the campaign, as a means of raising the standard of service, while the express agents are also getting ready to interest shippers in the undertaking.

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United Typothetae Of America To Convene In Toronto

Delegates from all over the continent will attend the 1921 convention of the United Typothetae of America to be held in Toronto, October 16, 17 and 18. Special trains from Chicago and other points are being arranged and a very large attendance is expected.

Among the exhibits will be the smallest paper making machine in the world, presenting the entire process from pulp to finished product. This machine, which is the property of the American Writing Paper Company, Holyoke, Mass., is only nine feet in length.

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W. F. Bowen, who for several years has been advertising manager with the Palmolive Soap Co., Ltd., Toronto, has been compelled to resign owing to illness. The Company's advertising will temporarily be in the charge of H. C. Perry who has been acting as Mr. Bowen's assistant.

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Retail Druggist associations throughout the United States are endeavoring to popularize the slogan—"Try the Drug Store First"—and are attempting to secure the co-operation of manufacturers whose products are sold chiefly through the drug trade. They are urging the inclusion of the slogan in manufacturers' consumer advertising.

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Frank P. Jones, former vice-president and general manager of the Canada Cement Company, has been appointed president to fill the vacancy caused by the recent death of Senitor Edwards. A. C. Tagge will assume the general managership.

"Candy Day" Likely To Become An Annual Event

A tremendous stimulus was given to the candy trade by the successful organization of 'Candy Day' on Oct 8th. Nearly eighty candy manufacturers participated, and all report heavy extra sales as a result of the effort.

"We had too little time to organize an elaborate advertising campaign," explained Mr. C. J. Bodley, Toronto, secretary of the Confectionery and Chocolate Industries of Canada.

"No newspaper or magazine advertising was attempted, but posters were liberally displayer in Toronto and Montreal, and over 80,000 streamers were mailed to dealers everywhere. We adopted for our slogan 'the sweetest day in the year,' and it proved a winner.

"The idea caught on at once with the public in spite of the fact that many considered another 'Day' for any purpose whatsoever would prove an expensive superfluity. We knew that Canada consumed more candy per capita than any other nation on earth, and the nation-wide success of 'Candy Day, demonstrated the fact once more.

"The result of the effort will be to stimulate the candy business all over Canada, and it will help to keep the country's seventy-five million dollars worth of plant and machinery fully employed. Nothing has been definitely decided yet, but it is extremely probable that 'Candy Day' will become an annual event."

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Eighth Convention of A.B.C. Slated For Oct. 27-28

The Audit Bureau of Circulations will hold its eighth annual convention at the Hotel La Salle, Chicago, October 27 and 28. The first day will be given up to divisional meetings and the second day to the convention of all divisions, when the Board of Directors will present their annual report and place their recommendations before the conference. Many Canadian members of the A.B.C. are expected to attend.

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Three-Quarters-Of-A-Million For Sunkist Campaign

An estimated appropriation of three quarters of a million dollars will be spent in advertising during the year commencing November 1st by the California Fruit Growers' Exchange, Los Angeles, distributors of Sunkist oranges and lemons. Paul S. Armstrong, advertising manager, has announced that the same assessment per box as was made last year will make up this amount if the crop turns out as expected.

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Among recent incorporations is listed the Canadian Illustrated Monthly Ltd., capital $49,000, with headquarters at Montreal.

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D. E. MacVannel has recently purchased *The Canada Lancet* and will in future publish that journal, assisted by an editorial board of prominent physicians and surgeons. *The Lancet* is issued from 163 Church Street, Toronto.

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The death occurred in Toronto on Sept. 29th of David Gregory Cummings, a veteran journalist, who had seen service on several New York dailies. He had come to Canada on account of ill-health, and had spent some months at Bon Echo, Ont.

Succulent, Tempting Fruit From British Columbia

"The California of Canada"

You've tasted the glorious apples, apricots, and the wonderful peaches that come from the sunny valleys of British Columbia.

But fruit-farming is only a portion of the agricultural activities of our rural population.

The Department of Agriculture records some of the values for the 1921 Season as follows :

Hay Crop . .	**$20,000,000**	**Poultry . . .**	**$6,850,920**
Grain	**$7,000,000**	**Garden Truck .**	**$12,091,600**
Dairy Produce	**$15,085,820**	**Livestock . .**	**$12,061,500**

Value of Farm Property, including stock and implements, $450,761,900

and the only A.B.C. Farm Paper that serves this great, wealthy territory is

Farm and Home

Subscription $2.00 a year—no clubbing offers—no bulk subscriptions. Average distribution of **23,996** built up in three years amongst agriculturalists in every community because it is the only paper free from political influence that discusses their problems, from the wealthy rancher to the acre worker.

Cover all rural British Columbia without waste and duplication

***Only one medium can give this service* : FARM & HOME**

REPRESENTATIVES CAN SHOW YOU

TORONTO—F. W. Thompson. 100 King Street, W.

MONTREAL—Frank Calder, 22 St. John Street

NEW YORK—Gilman Nicoll & Ruthman, World Building

CHICAGO—C. W. Wallis, 1243 First National Bank Building

137 Pender Street West, Vancouver, B.C.

Influencing The Drug Trade.

In probably no other line of business has the retailer more influence over the purchases of his customers than in the drug trade.

The retailer can, in three cases out of four, sell to the buyer the line he (the retailer) recommends. It follows, therefore, that advertisers wanting to get the largest sales through the drug trade should pay especial attention to influencing the retail druggist.

The Retail Druggist of Canada

is devoted to the merchandising problems of the retailer, and has won as year-after-year subscribers over 70% of the entire retail trade—a much larger proportion of the progressive stores.

Rates on application

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

In The Heart of The People

In every territory there is a newspaper that holds the heart strings of the people.

It is the paper that has come into the home for generations—was read by great grand-dad, grand-dad and now by dad himself.

In London and Western Ontario the London FREE PRESS holds this enviable position. It is the home paper of the majority of the people of this district.

The successful advertiser seeks the "home" medium.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	224 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Five Millions In Advertising For General Motors

The advertising of the fifty-one companies which make up the General Motors Corporation will in future be handled under the centralized direction of Norval A. Hawkins, who has recently signed a four-year contract as sales and advertising manager for the six hundred million dollar automobile organization.

Mr. Hawkins was largely responsible for the Ford sales policy, and is also said to have been instrumental in restricting and simplifying the production plans of the Ford Motor Company. Something of the same policy is hinted at already in connection with General Motors plans, it being stated that one of the first moves will be to minimize the extent to which the various companies invade each other's territorics.

The Campbell-Ewald Advertising agency, Detroit, has been given the General Motors account, and it is rumored that the appropriation will run to approximately five millions a year. The Canadian companies included in the corporation are General Motors Ltd., Oshawa; Olds Motor Works of Canada Ltd., Oshawa; Canadian Products Ltd., Walkerville, and Modern Dwellings Ltd., Oshawa.

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Paper Manufacturers' Week At Chicago Soon

The week commencing October 31st will be devoted to the interests of paper manufacturers at the annual fall business conference of the American Paper & Pulp Association, which is being held at Chicago. Several Canadian paper men will attend.

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Briscoe Company Changes Name

The Briscoe Motor Corporation, Jackson, Mich., has lately been reorganized. Five million dollars capital has been added and the name of the firm changed to Earl Motors Inc. Clarence A. Earl, former first vice-president of the Willys Overland company, is president of the concern which will place a new closed car on the market about October 15. and new models about November 1.

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William H. Rankin, president of the Rankin advertising agency, and Myron C. Perley, secretary, will in future make the New York office of the company their personal headquarters. Chicago will continue to remain the general headquarters for checking, accounting, etc.

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Harris L. Corey, advertising manager of the Champion Spark Plug Company of Toledo for several years, has become a partner with Elbert B. M. Worthman in the Worthman & Corey advertising agency, Utica, N.Y.

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Some interesting figures showing the amounts of Dominion Income Tax contributed by various classes of population throughout the Domion have recently been issued by the Commissioner of taxation, Ottawa.

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The Hamilton Advertisers' Agency Ltd., has secured the amount of the Knight Manufacturing Co., 572 King Street East, Hamilton, makers of the Knight Rebound Controller, an automobile accessory. Copy will shortly be placed with newspapers and trade journals.

The Royal Bank *Emphasizes*
SASKATCHEWAN

The October bulletin of trade conditions issued by the Royal Bank of Canada, in summing up Canadian crop conditions says :—

> **"Saskatchewan shows up particularly well with an increase of 44.5 per cent. 50,000,000 bushels over last year,** while Manitoba and Alberta show decreases of 9 per cent. and 22 per cent. respectively."

SASKATCHEWAN, by long odds, presents the most profitable field in Canada for business at the present time—a field no wide-awake manufacturer can afford to neglect.

The Morning Leader
and
The Regina Daily Post
(*EVENING*)

are admittedly Saskatchewan's foremost newspapers and the first to be used in any campaign of national advertising looking to secure the rich Saskatchewan market.

MEMBERS OF A.B.C.

Special Representatives :—

MONTREAL—E. L. McArthur, 224 St. James Street
TORONTO—Edgar J. Guy, 302 Royal Bank Building
LONDON ENGLAND—F. A. Smyth, 29 Ludgate Hill
NEW YORK—L. Klebahn, West Forty-Second Street
CHICAGO—Henry de Clerque, Mallers Building

Two Newspapers Cover Canada's Richest Province

Only two mediums are necessary for the national advertiser who seeks to completely penetrate the compact and well-to-do market provided by the 18,000 English-speaking families of

PRINCE EDWARD ISLAND

The Charlottetown ***Guardian***

AND THE

Examiner

are the only important factors in this responsive territory.

Sales efforts yield big returns per dollar of sales cost among a population so prosperous.

Write for particulars and Rate Card

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph

AND

Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Advertising Affiliation Meets In Canada For First Time

Interesting well-attended sessions held in Hamilton, with Hamilton Advertising Club as host

ONE of the most successful conventions ever held by the Advertising Affiliation of America, and the first of its kind to meet in Canada, was that at Hamilton on Sept. 30 and Oct. 1st.

Representatives, in large numbers, were present from Ad Clubs comprising the Affiliation—Cleveland, Buffalo, Rochester, Pittsburg, Canton, Ohio, Toronto and London.

The convention was formally opened with a banquet at the Royal Connaught when Russell F. Kelly, president of the Hamilton Club, welcomed the visitors to the Ambitious City. An official welcome was voiced by Mayor Coppley. At the same function, a liberal dose of vim and pep was injected into the delegates by Frank Jewel Raymond, of East Orange, N. J.

Taking for his subject the slogan of the convention, "Let's to Business," the speaker fired round after round of epigrammatic shot and shell at his hearers. In an address remarkable for its vigor and vivacity, Mr. Raymond urged everybody to go to work as if it was the first day of a new job. Indifference on the part of business men was responsible for much of what was wrong today. The What's-the-Use-Brigade was too numerous. "Know-It-All-itis" was too prevalent. He urged that three principles should prevail in advertising —justice, truth, honesty. The reason for the buyers' strike, he declared, was in reality due to exaggerated advertising. Too much advertising had not been actuated by a spirit of service, but it had been inspired entirely by the thought of profit.

"Retail Merchandising" was discussed by Alvin E. Dodd, who is attached to the Department of Distribution of the Chamber of Commerce of the United States. Mr. Dodd referred to the salient fact that the public today were suspicious of the retail merchant. The old 'bunk' about cutting prices in half was not believed any more, because it was felt that such an advertiser had either been guilty of gross profiteering or else was not to be depended upon.

"The ad man," he declared, "has the power within him to bring back the public confidence, not by talking foolish optimism, but by telling the truth. He must get at the facts and use research to show the public the worth of his wares by a study of communities and their needs."

The main business session of the convention began on Saturday morning with an address by Mrs. Christine Frederick, director of the Applecroft Experimental Station.

Mrs. Frederick spoke on "The Feminine Appeal in Advertising." She asserted that manufacturers failed to get the viewpoint of the woman buyer. She instanced how, in the majority of cases, the only points stressed in connection with a washing machine were in its crank shaft, its cylinder, etc., whereas what a woman wanted to know was how many sheets it could wash in an hour, and how its work compared with the old-fashioned washboard. There were ads showing a woman in an evening gown operating a washing machine. That was all wrong, declared the speaker, who also scored the 'pretty girl' advertisements.

"Get away from the pretty girl ad," she pleaded. "We middle-aged women loathe a picture of a chicken and know that a certain dressed woman would not be doing housework."

Mrs. Frederick also favored the cash and carry system of retail business, as against the c.o.d. and charge systems. Cash customers should not be made to pay for the privileges demanded by the other two classes.

A very interesting address on "Reaching the Smaller Community" was delivered by Lorne A. Eddy, chairman of the Advertising Committee of the Canadian Weekly Newspaper Association, in which he said that the merchant who neglected this field was missing his best opportunities. Sixty per cent. of the population of Canada and the United States lived in the small towns.

Much valuable information regarding "Selling the Farmer" was dispensed by F. R. Todd, vice-president of Deere and Co., Moline, Ill., who maintained that transportation rates were the greatest evil confronting business today. The mystery was where the enormous receipts went to, but the staggering labor costs went far to explain things. As a solution of present conditions, Mr. Todd laid

OTTAWA is ALWAYS BUSY about the Nation's business

WHEN the Dominion changes pilots "the ship of state" doesn't even slow down.

Ottawa is a buying community—because it is a steady earning community—and if you want to get in touch with this prosperous market you need The Citizen.

The circulation of THE CITIZEN in the City of Ottawa exceeds 21,000, in the City and Suburbs **26,000.**
Total circulation exceeds **29,900.**
CITIZEN ADVERTISERS secure the best results because The Citizen covers the City thoroughly.

The Citizen

OTTAWA'S FOREMOST NEWSPAPER

OTTAWA

CANADA

If you "want Ottawa" you need THE CITIZEN

Another Record Smashed!

Average Circulation of

Daily British Whig

KINGSTON, ONT.

July 1920	-	6,180
July 1921	-	6,380
August 1921	-	**6,782**

All A.B.C. Circulation

Advertising Rates have not kept pace with increased costs.

In November, 1917, our minimum rate was 1 cent per line, today our minimum rate is 1½ cents a line, an increase of 50 per cent.

In November, 1917, our circulation averaged 3,608 daily —today our daily average is over 5,500, an increase of over 52 per cent.

In 1917 newsprint cost us $50 per ton, today it costs $75, an increase of 90 per cent.

In 1917 our wage scale was $15, today it is $30, an increase of 100 per cent.

It has taken careful economy and increased efficiency to keep the rates down to the present minimum, and advertisers are getting value for every dollar they spend in the Record.

Member of A.B.C.

The News Record

LIMITED

Kitchener, Ont.

down three principles, namely, good goods nationally advertised; a sound connection with the consuming public, and consistent farm paper advertising, which, he held, was the best medium of all.

In selling his products, farm implements, to the farmer, Mr. Todd stated that a study was first made of the various soils throughout the United States, and then the farmers of the various districts were informed what could be done with their respective soils. Then a national advertising campaign was conducted and the farm press was used largely as a medium.

At the afternoon session, Col. J. B. MacLean, president of the MacLean Publishing Co., Toronto, spoke on the "Development of National Publications." He emphasized the fact that there was a Canadian viewpoint altogether distinct from that of the United States. He reminded our neighbors to the south that Great Britain was their best and Canada their second best customer.

"The Catalogue as a Salesman" was effectively handled by Samuel Graydon, of the Wynkoop, Hallenbeck, Crawford Co., of New York.

"The simplest satalogue is the most effective," he asserted. "It is not necessary that your catalogue should outshine your competitor's in elaborateness of scheme, decoration, or expensiveness, in order to be successful. Costly material and ornate treatment cannot become a substitute for horse sense in setting forth a proposition. All that is necessary is to pay strict attention to the basic art principles underlying good typography, and above all to having the printing suggest the motif of the advertising. The object of a catalogue is to exercise a definite influence as well as to give information. It should convey an impression of your solidity, integrity and reputation whilst commanding the attention of, and appealing to, the class you wish to impress. It may not be 'a thing of beauty and a joy forever,' but if it sells goods it is a good catalogue.

"The most satisfactory and effective catalogues are produced where an advertiser and a printer, having mutual confidence, get together in the truest sense of the word to produce jointly the piece of advertising printing which we call a catalogue. Cultivate the intelligent printer."

Following came C. B. MacDonald, director of the Bureau of Business Standards, Chicago, on "Simplification of Business." He pleaded for the elimination of so many varieties of production. Numerous firms in the United States had reduced the number of their lines very considerably, with the result that the public were just as well satisfied, costs had been lowered, there was a larger fund for advertising, and sales had been increased.

An address on "Possibilities in Newspaper Advertising" by William Findlay, business manager of the Toronto *Globe*, is reproduced in full in another part of this issue of MARKETING.

At the Convention banquet on Saturday evening, which closed the proceedings, H. B. Le Quatte, president of the Churchill Hall Inc., New York, gave a scientific analysis of advertising as applied by the consumer's test. He cited how the United States Navy had never been able to complete its quota of recruits since the civil war, until it resorted to advertising. It went to the young prospective recruits and learned from them what were their chief reasons for wanting to enlist. "To see the world" was the dominant answer, and that became the dominant note of the advertising campaign. Nine months after the campaign was launched the navy's quota was completed for the first time in sixty years or more. The same thing could be aplied to every article of merchandise. The man who wanted to market his product successfully had to go to the consumer, test his product with the latter and then make his goods conform. The consumer was the ultimate critic after all, and he could not be ignored by those who wanted to solve their selling problems.

Sir George E. Foster was the last speaker, and his address put a rounded finish to a highly successful convention.

"Our advertising friend from New York opened my eyes as to his methods of advertising," confessed Sir George.

"I was under an impression that all an advertiser had to do was fool the public. Had I known the gentleman before I should have asked him to sell the party I have been connected with for many years, to the people of Canada."

"The finest way to cement the friendship of the people of the North American continent, and to ensure future peace," continued the speaker, "is the commingling of both peoples socially and in a business sense. The cause of wars has been the misunderstandings based on prejudice and lack of communion between na-

Solutions for Sales Problems

Records of actual experience with scores of sales problems, some of which may be puzzling you at the present time. Information that is vital in rebuilding your sales organization to meet changed conditions is afforded in abundant measure in the Dartnell Special Reports on Sales Methods, Plans and Ideas. These reports give you the experience of hundreds of representative concerns in all lines of business. They give actual plans and figures ---- mention names and dates. They embrace findings which have cost other firms many thousands of dollars ---- made available to your profit at very small cost.

Sales Expense Control

One of the largest concerns in the country recently called a conference of executives from all over the country to decide how $300,000 could be cut from this year's sales budget.

We have access to the minutes of this meeting, and in addition have unearthed a great mass of information concerning the methods of other concerns in curtailing sales expenses without curtailing sales. This information has just been published in the form of a typewritten report of thirty letter-sized pages. It covers:

How to Lay Out a Practical Sales Budget.
Tabulation of 29 Ways to Cut Expenses.
A Complete Plan for Handling Salesmen's Expenses.
More Sales With Fewer Samples.
Specimens of Successful Sales Expense Forms.
How to Stage a "Work More, Sell More, Spend Less" Campaign.
Selling Salesmen the Thrift Idea.
Cutting Salaries Scientifically, etc., etc.

The report also includes a number of reproductions of letters and bulletins sent out by various concerns in all lines of business to impress upon their salesmen the urgency of getting expenses back to a 1914 basis.

This is one of the most suggestive and concrete reports we have ever issued. One concern purchased fifty copies of it to put into the hands of every branch manager. Another writes that it will enable them to save at least $5,000 this year.

Price, postpaid, (with Binder) $2.50.

Readjustment of Salesmen's Compensation

Practically every concern in the country has changed its plan of compensating salesmen since the slump came last fall. As an employer of salesmen you will find it valuable to know just what other concerns have done, or are doing, along this line.

We have investigated the adjustments in compensation plans of nearly 1,200 concerns in all lines of business and compiled our findings in the form of a special typewritten report of nearly thirty pages. Information report will give you:

Various Ways that Salaries are Being Cut.
Bonus Plans to Take the Place of Salary Reductions.
How to Lay a Bonus Plan for Your Business.
Tabulation Showing Earnings of Salesmen by Lines of Business.
Average Selling Cost by Lines in All Lines of Business.
High Water Mark for Sales in All Lines of Business.
Tabulation of Salesmen's Expense Account Policies.
Present Starting Salaries for Salesmen by Lines of Business.
Cost per Call by Lines of Business.

In addition to the text of this report, there is a large 17x22 inch chart listing nearly two hundred lines of business, printed on both sides which presents vital data that every sales manager must have in an easy-to-read, reference form. Loose-leaf, bound in stiff cloth covers.

Price, postpaid, (with Binder) $3.00.

Any of the above Reports sent on approval to any "Marketing" subscriber. We guarantee each report contains information that will be well worth to you more than its cost. If you find it unsuited to the needs of your business, or in any way not up to expectations, return it for credit.

DARTNELL REPORTS AND PUBLICATIONS
are sold in Canada exclusively by

"Marketing" 53 Yonge Street, Toronto

Basic Industries

of agriculture, mining and lumbering make the interior of British Columbia a great trading territory.

The output is $50,000,000 a year.

Go after the business by advertising in the

The

Daily News

Nelson, B.C.

Member A.B.C.

Subscribe for

THE MAILBAG

A Journal of Direct-Mail Advertising

Edited by Tim Thrift, it is the recognized Text-book on this important phase of advertising.

Let the Brains and Experience of Experts Help Solve Your Direct-Mail Problems

The Mailbag isn't made by one man. It couldn't be and be what it is—a symposium of the best thought on the subject. It is really edited by many men, in many lines, who have solved problems like your own.

Send $2.00 for a year's subscription. We'll cheerfully refund it if you're not happy after reading three issues.

Mailbag Publishing Co.
1200F W. 9th St.
CLEVELAND, OHIO

Canadian subscription price is the snme as in the United States, $2.00 per year, but please include 30c. exchange. Thank you.

tions. The thing to cement the peoples is affairs of this kind."

L. R. Greene, of Hamilton, was elected President of the international body, the vice-presidents being Deforest Porter of Buffalo, and K. S. Backer, of Toledo. Arthur P. Kelly, of Rochester, was appointed permanent secretary-treasurer.

The next meeting place of the convention will be Cleveland.

* * *

New Accounts Recently Secured By Norris Patterson

Norris Patterson Ltd., will shortly be sending out copy to trade papers for Durant Motors of Canada Ltd., Toronto. This company, which recently took over the Leaside munitions plant, will be in production early next spring. Other accounts recently secured by this agency are the Federal Foundry Co. Cleveland, manufacturers of Stop-Lite, an automobile accessory; the Wayaganack Paper Co. Montreal; George W. Reed Co., Montreal; Canadian Cigar and Tobacco Co., Montreal; Garden City Paper Mills, St. Catharines, Ont.; and the Canadian Vegetable Parchment Co., Merritton. Ont.

* * *

Motor Magazine Merged With *Canadian Motorist*

Motor Magazine, the oldest of the Canadian automotive publications, has been acquired by *Canadian Motorist*. The two magazines will be merged, commencing with the October issue.

* * *

P. H. Devenish has been placed in charge of a special service department which has recently been inaugurated by *The Herald*, Montreal.

* * *

The Waltham Motors Corporation of Canada, Toronto, recently completed arrangements whereby its motor trucks will be manufactured at Barrie, Ont. The company expects to commence deliveries by the beginning of the year.

* * *

E. D. Reed well known in Canadian advertising and marketing circles, has resigned his position as sales and advertising manager of the domestic paint and varish department of Scarfe & Company, Ltd., Brantford, to accept a position with Dalley and Company manufacturers of "2 in 1" shoe polish and other products in Hamilton.

* * *

Over 200 British Coumbia manufacturers gathered at the Hotel Elysium, Vancouver, a few days ago to discuss the Made-in-B. C. campaign. B. A. McKelvie, manager of the campaign, presented an extremely optimistic report as to the results of activities to date.

* * *

The Ontario Branch of the Dominion Alliance has commenced a campaign soliciting subscriptions to an issue of 10,000 shares at $5 each to provide funds for carrying on prohibitionist propaganda. Three column copy, headed "Five Big Jobs", appeared in Ontario dailies early in the month, placed direct by the Alliance.

Ramsay Joins Direct Advertising Firm In New York

Robert E. Ramsay, author of "Effective Direct Advertising," and "Effective House Organs," has resigned as director of sales promotion, publicity and advertising for the American Writing Paper Company, Holyoke, Mass., to become Vice President of James F. Newcomb & Co., Inc., 441 Pearl Street, New York City, producers of direct advertising, house organs and general printing.

Mr. Ramsay assumed his new duties October first, but will give his entire time for the month of October to the promotion of the Direct Mail Advertising Association Convention and Exposition to be held in Springfield, Mass., October 25 to 27 inclusive.

* * *

Business Papers Start School In New York

The latest and biggest development in the rapid expansion of the business press of the continent has taken form in a course in Industrial Publishing sponsored by the New York Business Publishers' Association Inc., which will commence almost immediately. Enrollment of students commenced September 23rd, and the classes, which have been placed in the hands of the Business Training Corporation of New York City will begin October 17th.

* * *

Sydney S. Bowman Handling Liberal Party Publicity

The campaign advertising for the Liberal party has been placed in the hands of the Sydney S. Bowman agency, Montreal. Mr. Bowman announces the opening of an Ottawa office at 115 Sparks St. Ottawa, to handle the business, with R. H. Vickers and Capt. R. C. Gaisford in charge.

* * *

Stovel & Co., produce merchants, 1005 C. P. R. Bldg, Toronto, are carrying copy regularly in a list of farm papers.

* * *

A restricted list of Eastern Canadian newspapers are carrying a small campaign for Bruce Murphy, manufacturing jeweler, Orillia, Ont., advertising B. M. Collar Buttons.

* * *

A building plan developed some years ago in Vancouver, known as the Merrill System, which claims to provide housing accommodation at 60% less cost than usual, is now being advertised nationally. R. C. Smith & Son, Ltd., Toronto, have secured the account.

* * *

Clarence W. Cranmer, at one time in charge of automobile advertising for the Winnipeg *Telegram*, and later advertising manager of the Philadelphia *Retail Public Ledger*, has joined the Philadelphia sales organization of the Whitehead & Hoag Company, manufacturers of advertising novelties. Newark, N.J.

* * *

Charles E. Coling, advertising manager of *The Herald*, Montreal, has resigned and will shortly enter busines for himself as publisher of a woman's magazine to be called *The Mode*. Mr. Coling formerly had charge of the advertising departments of the Winnipeg *Free Press*, and the Vancouver *Sun*.

Food And Drug Products Must Be Labelled

The Canadian Grocer has just issued a reminder to manufacturers of food products that the law requires a label to be attached to any food or drug article exactly specifying the character, strength, quality or quantity of the product. The regulations covering this labelling, passed in December, 1920, are summarized as follows:

(1) Food and Drug products shall be designated by their common names in one or both of the official languages.

(2) The common name of the article above referred to shall appear on the main panel of the main label, with the name and address of the manufacturer, or that of the person or firm for whom the article is manufactured.

(3) When the article is sold as a compound, mixture, imitation, or substitute, these words shall appear on the main panel of the main label in type of the same size and visibility as the common name.

(4) The term "Blend" applies to a combination of similar substances.

Example—A combination of Java, Macha and Brazilian coffee is a blend.

(5) A combination of coffee with chicory or roasted grain is not a blend, but a mixture or compound. The terms "Compound" and "Mixture" are interchangeable.

(6) In the case of compounds or mixtures when the name of an ingredient, of such compound or mixture, is used in designating the article, such ingredient must be present in amount at least equal to 51 per cent. by weight of the whole.

Example—A coffee mixture or compound sold as such shall contain at least 51 per cent. of actual coffee.

* * *

C.D.N.A. Issues Booklet

The Advertising Promotion Department of the Canadian Daily Newspapers' Association has just issued a book entitled, "The Daily Newspaper of Canada; Master Key to the Canadian Market." It has been compiled, primarily, to furnish a new point of contact between advertisers, agents and publishers. A review of the book will appear in the next issue of MARKETING.

* * *

Federal Agency Opens Office In Hamilton

An office has been opened in the Landed Banking Building, Hamilton, by the Federal Advertising Agency Limited, of London. S. P. Westaway has been placed in charge of this new office, effective October 15th. Mr. Westaway is an experienced advertising man and merchandizing expert who has been with the Standard Oil Company for the past four and a half years.

* * *

E. Pilou, formerly with Lewis Bros., Ltd., is now sales manager for the National Farming Machinery Co., Ltd., Montmagny, Quebec.

* * *

A. B. Petrie, founder and president of the Petrie Manufacturing Co., Hamilton, died at his home a few days ago in his 81st year. The business will be carried on by the five sons.

* * *

A new concern to be known as Tilt-Lok Steering Wheels Ltd., capitalized at $200,000 has recently been incorporated in Ontario with headquarters at Toronto.

BUYING NOW

Quebec isn't standing pat—she's buying NOW.
And she's doing her selection via

The Telegraph

Yes, Now!

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

You Should Have A Set of these Maps

Showing the Distribution of Canada's Population

DESK-SIZE MAPS of each Province of Canada, showing counties, cities, towns and villages, railroad lines—in fact everything that a good map shows, plus the "distribution of population" feature. This makes them ideal maps for the use of sales and advertising managers. You may discover new fields for sales and advertising effort when you get this graphic picture of where the people are. The relative importance of different communities from a trading or advertising standpoint is seen at a glance.

THE population of the entire Dominion is embraced in a set of four maps which we are able to let you have at less than cost of production. Postpaid to any address on receipt of $1.00.

Marketing and Business Management

53 YONGE STREET, TORONTO, CANADA.

Better Business Letters

Continued from page 693

in this article are founded on facts, backed by numerous experiences. In every case where these ideas have been carried out to the letter, they have been and are bringing in more money than the old fashioned methods could ever hope to approximate.

In order to carry out these plans, though, we need, more urgently almost than in any other branch of letter writing, men of vision and understanding. The average collection manager or correspondent to whom collections mean nothing more than an attempt to get the money as quickly as possible, regardless of the effect of their letters, should not be considered for work of this bigger, broader type. The person that should be entrusted with these newer collections methods is one to whom collections loom up *for what they really are*—one factor in a definitely unified merchandising policy.

This implies a person of real driving force, who can translate his visions and his plans into things of action and reality. He must be one who will, first, know the value of a new idea and then, secondly, one who will actually see that this plan is carried out.

In looking back over the various facts we have discussed, three things stand out clearer than the rest:

(1) Collection letters are not a thing in themselves, but must be based upon bedrock of better sales tactics and better sales methods.

(2) The service ideal in collections can supplant the hard boiled grasping idea every single time, with decided advantage.

(3) The service collection ideal is based on definite plans embodied in the eight points, covered in this article. One of the most, if not the most important of which revolves about people who have vision enough to give collections their proper place in the scheme of things.

* * *

The Paul E. Derrick advertising agency, London, England, has removed to larger quarters at 108 St. Martin's Lane.

* * *

The Kingston *Standard*, which claims to be the oldest paper in the Dominion outside the province of Quebec, entered its 112th publication year a few days ago.

* * *

The Canadian Financial Chronicle reports that there has been more activity in the newsprint market of Montreal during the early part of October than at any time during the past six months. The opinion is freely expressed in manufacturing circles, says the *Chronicle*, that rock bottom has been reached and that $80 or more will be the best available price throughout 1922.

Retailer Advertising To Jobbers That He Wants Goods

"Goods Wanted" is the heading of an unusual quarter page advertisement by Goodwin's, Limited in Montreal newspapers recently. They give notice to manufacturers and jobbers that Goodwin's are in the market right now for quantities of ladies' clothing of all kinds. "It is a matter of *price*, but the goods must be satisfactory", said the copy, which urged appointment the next morning.

Invited to make some statement as to such a remarkable advertisement, Mr. W. H. Goodwin declined, saying he did not wish to explain his motives to his competitors. The advertisement was not unique, however, as a New York firm had done the same thing. It was a question of buying at the right time, and it answered the question which so many people are now asking, how is business? Business in Mr. Goodwin's view, is just as good or as poor as a merchant chooses to make it. He did not wish to make any announcement, but he made it plain that Goodwin's have been passing through a time of extraordinarily good business.

It has given them the necessary ready money to make it worth while for manufacturers and jobbers to quote fast, and quote right, for spot cash, and for goods of good grade.

✣ ✣ ✣

Norris Patterson Ltd., has secured the account of the Northern Aluminum Co Ltd., Toronto, makers of Wear-Ever kitchen utensils. A ten-day campaign on one special article is being used as an introduction to general publicity for the entire line.

MERCHANTS' BANK
OF HALIFAX.

CAPITAL, - - - - $1,000,000.

DIRECTORS.

THOMAS E. KENNY, Esq., *President.*
Hon. JEREMIAH NORTHUP, Senator, *Vice-Pres.*

James Butler, Esq. — Thomas Abbott, Esq.
John Taylor, Esq. — Michael Dwyer, Esq.
George Maclean, *Cashier.* — Joseph Wier, Esq.

Agents in Ontario and Quebec—Merchant's Bank of Can.
Agent in Charlottetown, P. E. I.—Owen Connolly.
Agents in Nova Scotia:

Antigonish.....T. M. King, Agent
Bridgewater.....Andrew Gow, "
Pictou.....Wm. Ives "
Sydney.....J. E. Burchell "
Truro.....John B. Dickie "
Weymouth.....Colin Campbell, Jr. "
Maitland (Hants Co.).....David Frieze, "

A newspaper advertisement of the year 1873 of the Merchants' Bank of Halifax (now the Royal Bank of Canada) reproduced in a recent issue of the Royal Bank Magazine, Montreal, to illustrate the marked change which bank advertising has undergone since that early day. Up till quite lately, in fact, this stereotyped form of publicity was the rule rather than the exception.

✣ ✣ ✣

Customs Duty Should Be Prepaid On U.S, Advertising Matter Sent To Canada

Advertisers in the United States have been reminded through their Post Office department that advertising matter mailed to Canada should bear prepaid customs duty stamps. Circulars, catalogs, etc., intended for Canadian customers will reach their destination with least difficulty if this is done. In cases where stamps are not affixed the advertising matter will be subject to a sales tax of 4 per cent on the duty, collectible at the port of entry in Canada.

The Toronto office of the R. Sykes Muller agency has secured the account of the R. T. Scott Co. Ltd.

Do You Know—

THAT SUCCESSFUL ADVERTISING must hold old customers and attract new ones? To sell all the people, the sales appeal should be varied. For a small remuneration you can get the required attractive and convincing "Copy" from

FREDERICK M. HAHN
General Advertising Service
79 Adelaide Street East, Toronto
Telephone Main 7559 – Hill. 2074W.

ADVERTISING BALLOONS

An attractive, inexpensive and efficient means of getting any kind of message before the public. Trade marks, special designs, and any wording can be imprinted.

ROBERTSON & MURPHY Limited

247 St. Paul Street West MONTREAL

DENNISTEEL
Made in Canada
SHELVING

For More Space Install Steel Shelving

In the factory, the shop, or the plant where more space is required, Dennisteel Shelving should be installed. It provides a place for materials, finished products, etc., that offers safety from fire and loss.

For years we have been making Steel Shelving for many of the leading industrial plants of Canada—that's why we have specialized in this line.

We also make

Steel Lockers, Steel Cabinets, Steel Lavatory Compartments, etc. Ornamental Iron and Bronze. Commercial Wirework of all kinds. General Builders' Ironwork. Boca Solid Steel Sash. *WRITE FOR FOLDERS.*

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Windsor
Winnipeg
Calgary
Vancouver

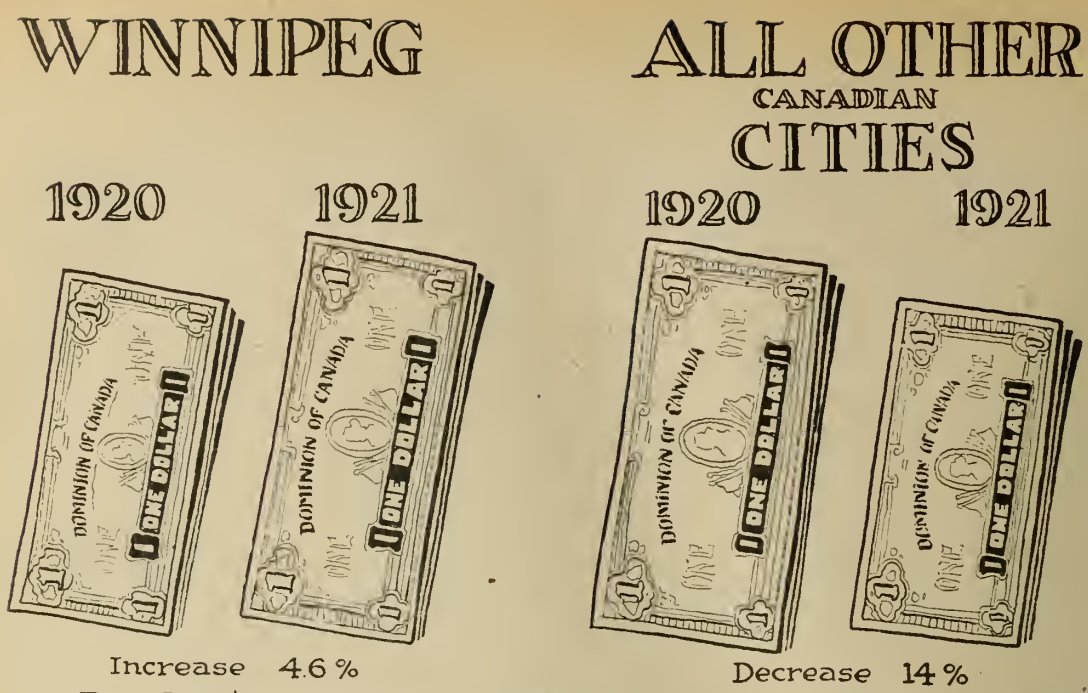
IN BUSINESS OVER 40 YEARS — CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING



Why Babson Figured Manitoba Will Be the Brightest Sales Spot in Canada

MANITOBA and California are the only two spots on the map of this continent, according to Roger W. Babson, which will offer good sales possibilities during the next three or four months.

This forecast is based on many contingencies that enter into the sales potentialities of various territories—crop prospects, commodity prices, volume of sales, bank clearings, etc.

Anyone who has followed the record of Canadian Bank Clearings during the first six months of 1921 has undoubtedly come to a similar conclusion regarding Manitoba's prosperous condition as a result of Winnipeg's remarkable record in comparison with other Canadian cities.

Winnipeg has been the only city in Canada to show practically constant increases in Bank Clearings over the corresponding months of 1920. The total increase for the six months amounts to 4.6%, which, in view of the times and of the marked decrease in the total Bank Clearings for all other cities, forms an excellent indication of Manitoba's independence of widespread conditions.

Concentrate your sales efforts during the next few months in this one "bright spot" in Canada—the province of Manitoba.
The Winnipeg Free Press and Retail Merchant's Monthly will aid you.

Winnipeg Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:
Edgar J. Guy, 302 Royal Bank Building . . . Toronto
E.L.McArthur, 224 St. James Street . . . Montreal

You Need a Compass When Steering a Ship

Charting the course for a successful advertising campaign involves many intricate problems.

One of them is the wise selection of mediums.

Fortunate for the present-day advertiser and space-buyer, this part of the problem has been solved.

A compass has been provided. This compass is the A.B.C.

Guided by the A.B.C. publishers' statements (verified or corrected later by A.B.C. auditors' reports) the advertiser of today can make no mistake in guiding his barque toward the port of success.

He, therefore (whether national or local advertiser), not only demands but studies this compass—A.B.C. reports.

Audit Bureau of Circulations

202 South State Street · Chicago ·· 152 West 42nd Street · New York

On the Honour Roll

Barbour Advertising Rate Service—the nationally recognized rate and circulation authority—has just issued an Honour Roll of American and Canadian newspapers that have been awarded the sterling mark of A.B.C. membership.

First for Nova Scotia

on this preferred list of mediums is listed ***The Halifax Herald and The Evening Mail*** with a combined net paid circulation of 27,992—as compared with 17,930

for the Morning Chronicle and the Evening Echo. The net paid circulation of the Halifax Herald is there shown as 11,497 compared with 9,766 for the Morning Chronicle, and of the Evening Mail as 16,495, compared with 8,166 for the Evening Echo.

First for Halifax

is listed ***The Evening Mail*** with a net paid city circulation of 11,777—as compared with 2,730 for the Daily Echo.

Advertisers can form their own conclusions from this authentic summary of the newspaper situation in Nova Scotia.

The Sunday Leader, the only pictorial published in the Maritime Provinces, offers a further sales channel of over 8.000 copies weekly.

For rates and particulars apply to our Central Representative, J. B. RATHBONE, 95 King St. East, Toronto, and 317 Transportation Building, Montreal, or write direct—

THE HALIFAX HERALD

THE EVENING MAIL

AND

THE SUNDAY LEADER

HALIFAX, Canada.

Volume VI.
Number 21

TORONTO NOVEMBER 1st. 1921

20 Cents a Copy
$2.50 a Year

Marketing
and Business Management

Edited by
W. A. Lydiatt

WRITING
'Tone Talks'
for
Sonora

WHEN the Canadian representatives of the Sonora came to us with their advertising problems, we at once realized that here was an instrument to which we could apply our most enthusiastic arguments for Tone as the big thing to seek in a Phonograph.

We are Sonora enthusiasts—doubtless that has something to do with the manner in which the advertising expenditure for Sonora has been rewarded by increasing Sonora Sales.

Perhaps *you* have a product that we can regard as ranking first in its class. If you have, we know we can make the public feel the same way about it.

The Advertising Service Company LIMITED
220 Yonge Street, TORONTO
Drummond Building, MONTREAL.

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Posters have been relied upon entirely to acquaint the public that the restrictions upon the pack of Crossed Fish Sardines have been completely lifted.

The advertiser is thoroughly convinced that this advertising has brought him direct returns in the shape of increased orders within a few weeks of the appearance of the poster on the boards.

YOU can place POSTERS in any province, county, city or neighbourhood where your sales-efforts need the support of strong advertising.

You know where your advertising goes, and can charge it up by territories. You can prove to the trade that you are creating demand right where it will benefit most. And you can prove conclusively that posters actually "deliver the goods."

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO., LTD.,	Bank of Toronto Chambers,	ST. CATHARINES, ONT.
HARRY DUKER, LIMITED		VANCOUVER, B.C.
A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO., LIMITED	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO

W. W. SCANE, Secretary, CHATHAM, ONT.

What Farm Papers Did For One Product

F. R. Todd, Vice-President of the John Deere Company, Moline, Illinois, paid a tribute to farm paper advertising in his address before the Advertisers' Convention in Hamilton, Ontario when he said :—

"From these many years of experience there is one outstanding thought in my mind—that any endeavor to market quality goods—any endeavor to build up a lasting good will, is bound to prove a failure unless one of the factors in the plan is the liberal use of the advertising columns of both the farm and local press."

"It has been my privilege, through the application of the principles laid down here and the various ramifications thereof, to see:—"

1st—"A very small business grow to a volume of a million dollars a year."

2nd—"The business of a larger institution with which I became connected, increase from twenty million dollars a year to three times that amount."

Same Plan Applies To Other Products

"While I have referred particularly to the matter of farm merchandising, especially to the sale of implements, I believe that this same general plan is applicable to city merchandizing in connection with articles that are more generally used in our populous centres. **There is no one more susceptible to the quality idea than the farmer.**"

Set aside a definite percentage of your appropriation for farm papers. Fity-four per cent. of Canada's population is rural.

FARMERS' MAGAZINE goes weekly into more than 31,000 of the best type of Canadian farm homes. Its readers buy automobiles, tractors, implements, motor trucks, table silver, cereals, house equipment, electrical appliances and furniture—the same as city people.

Let us send you further particulars.

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

The Secret of *Advocate* Service

THE advertiser who tells his story in *The Farmer's Advocate and Home Magazine* has no reader inertia to break down, he is talking to the most wide-awake, progressive and prosperous farmers in Canada.

The circulation policy is the reverse of that strong-arm, premium-giving, coercion type of soliciting that clutters up a mailing list with dead wood and non-responsive readers.

Advocate subscribers get a weekly magazine that discusses problems in the light of present conditions. A magazine with an editorial staff constantly in touch with agriculture through solving problems *on our own farm.* In this way we publish a farm paper—not a trashy story book.

Reader-confidence, friendship and helpfulness between paper and subscriber—that is the secret of *Advocate* Service.

We Formulate Policies—Others Discuss Them. We Lead—Others Follow.

Proof That The *Advocate* Is Read by Up-To-Date Farmers

is seen in the volume of its live stock advertising. A comparison of the space used by live stock advertisers in the *Advocate* with that of other farm journals for the twelve months ended Dec. 31st, 1920, shows **145,846** lines—52,000 more lines than the closest competitor. For April, May and June, 1921—**27,581** lines of live stock advertising appeared against 11,504 lines in the next highest farm paper.

Our Excellent Christmas Number Out DEC. 8th

A FITTING culmination of a year's honest labour, and an achievement in farm journalism, is the Christmas Number of the *Advocate.* We have done well with past Christmas numbers, but this year we will surpass all others. The tri-colour cover-design is the work of one of New York's best artists. The splendid articles and illustrations, its stories and special features make it a Christmas book of exceptional merit.

Reserve space early and get your copy to us by **Nov. 20th**

THE WILLIAM WELD COMPANY, LIMITED

Member A.B.C. Since Start

London, Canada

Publishers

1866 *1921*

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED FOUNDED 1866

First and Best **Still Dominant**

THE editor of the world's largest daily newspaper gave a lecture the other day to the students of a class in journalism. Among other things he said: "The publishing business is a game of eternal youth. It reflects the growing world, not the middle aged, sagging, comfortable world that has retired on a competence. The instant you consider the human race a finished product you have quit newsprinting and are making your will."

* * *

MARKETING exists, for instance, because salesmanship and advertising are still in the experimental stage. If everybody knew all there was to be known about selling and advertising there would be less reason for our continued existence.

* * *

Some advertising men do consider themselves finished products. They are immensely comfortable; which means, usually, that they are becoming elderly. They have no use for the other fellow's ideas.

* * *

On the other hand, the alert and aggressive selling executive is constantly eager for new angles on old problems, and even welcomes repetition of elementary principles, because he realizes that the simplest things are the most easily forgotten.

* * *

The articles on correspondence may be ignored by some readers of MARKETING who have been writing letters for half a century and figure they know more about it than an expert half their age. But many executives are making excellent use of them. Not long ago the Lakewood Engineering Company of Cleveland sent a multigraphed form letter to all their sales department employees, attaching excerpts from the articles in this magazine, with the added comment by R. C. Weller, general sales manager—"If you get the opportunity to read these articles of Mr. Balsam's currently, I trust you will enjoy them as much as I did."

* * *

Canadian Oil Companies Limited, Toronto, informed us the other day that they were making similar use of the series in a drive for "better business letters" among their employees: while a Canadian publisher mentioned still more recently that he had been so impressed by the examples quoted by Mr. Balsam that he has commenced exercising a rigid censorship of all correspondence going out from the various departments of his paper.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

CONTENTS November 1st Issue

HOW BETTER SHIPPING STIMULATES SALES 733

WHAT WE ARE DOING TO INCREASE SALES . . . *J. L. Love* 734

The sixth of a series of interviews with aggressive Canadian concerns.

HOW THE PACKAGE INFLUENCES SALES . *John Meldrum* 736

GIVE REAL INFORMATION ABOUT YOUR GOODS . . . . . *Herbert N. Casson* 738

Seventh of a Series of "Twelve Tips on Advertising" dealing with elementary problems.

INCREASED ADVERTISING APPROPRIATION TURNED LOSSES TO PROFITS . . . . . *F. R. Todd* 739

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Calgary's Busy Business Section

THIS aeroplane view, taken by a special staff photographer of the *Calgary Herald*, presents the down-town business section of the city of Calgary.

The Herald Building is the tallest structure in the picture, seen from the rear, toward the lower right hand corner. At the extreme left, partly cut off by the border of the picture, is the Palliser Hotel, which ranks among the first half-dozen hostelries in Canada.

Behind the Herald Building can be seen the solid white block of the Hudson Bay Company's building, probably the largest and finest commercial structure between Winnipeg and the coast.

Calgary possesses over 500 retail stores, many of them as modern and well-equipped as are found anywhere. They form a shopping centre for a large territory surrounding the city. Approximately 90 per cent. of the farmers in Central and Southern Alberta own motor cars and can reach Calgary by means of the excellent highway system extending for a radius of more than a hundred miles in every direction.

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Marketing and Business Management

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HOW BETTER SHIPPING STIMULATES SALES

Bad packing methods defeat good advertising aud good salesmanship; mean loss of time, dissatisfied customers and ultimately loss of trade, shipping experts point out in connection wlth "Perfect Package Month." Some of the faults to be avoided.

IF the enormous claims paid every year by railway and express companies for loss and damage to goods in transit, caused by faulty packing, could be sensibly diminished, who should benefit by the resultant saving? Should the carrier or the shipper reap the reward of better packing methods, or should it be divided between them both by reduced freight and express charges?

These queries are naturally suggested by the organization on the part of the railway and express companies of "Perfect Package Month" during November. Every railroad, steamship line and express company in the United States, and many in Canada, are interested in the movement whose sole object is to educate shippers to pack their goods for shipment in such shape that claims for loss and damage will be reduced to a minimum.

During November, all shipments, freight and express, will be more carefully examined than usual, and where "exceptions" are found to "perfect package" standard, shippers will be notified. Errors in a bill of lading, or express receipt, omission of shipper's name from the package, old or insecure marks, will constitute "exceptions," as well as violations of the "right way" rules for packing. Obviously, such an educational program extended over a month is bound to be productive of results that will tend to lessen the work of the claims departments of the transport concerns who are sponsoring the "Perfect Package Month."

MARKETING'S suggestion that any appreciable lessening of the sum paid out in compensation to shippers should result in lowered freight rates was not received by the transport authorities with the enthusiasm it deserved. One official bluntly informed the interviewer that the elimination of claims would directly benefit the shipper. It was not the purpose of the "Perfect Package Month" to effect such a reduction of claims that rates could be revised downwards, but it was in the interest of shippers that packing methods should be improved wherever possible.

GOOD PACKING ITS OWN REWARD

"There is no profit in claims to anyone," contended the speaker. "Bad packing methods defeat good advertising and good salesmanship. They mean loss of time, dissatisfied customers and ultimately loss of trade."

It would appear, therefore, that the virtue of good packing must be its own reward, and sufficient to encourage all shippers to notice with care, and adopt with alacrity, any practical suggestions that may be made to them during November, provided these are not already practised in their warehouses.

R. G. Wilson, traffic inspector of the Express Traffic Association of Canada, Toronto, and a veteran of more than half a century's standing in the transportation business, had some interesting observations to offer on "Perfect Package Month" in an interview with MARKETING.

CLAIMS COULD BE AVOIDED

"We constantly impress upon shippers that a good package delivers the goods," said Mr. Wilson, "and we are always making suggestions of an educational nature with a view to perfecting packing methods. It is surprising how many shippers need such suggestions. The great majority of claims for compensation could be avoided by a little attention to small details in the packing. For example, the demand for economy has led to a wide use of old containers. We have no objection to serviceable used containers, but we find shippers frequently fail to remove old marks and labels, with the result that packages are sent in error right across the continent. Another complaint we find it necessary to make very frequently is that the board containers which are now so popular are loaded beyond their capacity. Innumerable complaints are directly traceable to such cheese-paring practices.

"Another thing we are gently insistent upon is that the address should be lettered upon the container itself. This is preferable even to a gummed label and is infinitely superior to a tied-on tag. What most

How Near Perfect Are Your Packages?

NOVEMBER HAS BEEN designated "Perfect Package Month." The railroads, steamship lines and express companies of the United States and Canada are co-operating in this campaign to stimulate interest in better packing of shipments.

"Marketing" has seized this opportunity to discuss the whole question of packaging, and in this issue and the one to follow will be found a number of articles dealing with various phases of this important marketing problem

shippers forget is that the great bulk of freight is hauled at night. In the darkness of a crowded car, labels and tags are apt to be trimmed off.

Marking C.O.D. Shipments

"Many misunderstandings arise because of a peculiar reluctance on the part of some shippers to mark plainly their C.O.D. shipments. The C.O.D. mark is placed far from the name and address, or it is printed in such small type that is is overlooked. When remonstrated with, shippers retort that they do not wish to offend their customers by marking the packages so that the neighbors can see it is a C.O.D. shipment. They fail to appreciate that it is important for the carrier to see clearly the nature of the package if mistakes are to be avoided and if the customer's goodwill is not to be lost through avoidable errors.

"All transportation companies suffer enormous losses through the improper packing, wrapping and marking of shipments," asserted Mr. Wilson.

"From the same causes shippers suffer inconvenience, delay and loss of customer goodwill. Good packing, which includes good marking as well as good wrapping, is essential to good order deliveries. A wrong or careless address increases car wear and tear and involves extra handling. A shipment started the right way gets the right of way. Proper handling by the express company is only possible if the shipper sees to it that his goods are properly packed.

"Consideration should be given, also, to the fact that express shipments are necessarily handled many times in transit. The shortage of cars make it unavoidable that they be loaded practically solid. Shipments vary as to size, weight and shape, and that adds considerably to the difficulty of stowing the goods in cars.

"There are certain hints in good marking to which we are constantly drawing attention," concluded Mr. Wilson, "and when all shippers religiously attend to these each month will be "Perfect Package Month," and claims for loss will be very materially reduced."

Packing Pointers

"These hints are as elementary as they are unfortunately, in too many instances, necessary. First: not only should names and addresses be legibly placed on each shipment, but the shipper's name and address, preceded by the word 'from,' should be shown.

"Second: Crayon, brush or stencil (not chalk) should be used, and old marks should be carefully erased and cancelled.

"Third: Always give 'inside information' in the shape of name and address inside each package. Should the tag or label become detached and lost, it is the duty of the baggage man to open and look for something to identify it.

"There are many other practical suggestions which we make, and all of which, covering every conceivable form of shipment, are sent to shippers in our printed bulletins and other literature."

Another valuable hint which Marketing's investigator brought to light is that it is exceedingly inadvisable to mark packages and containers with any indication of their contents. This may appear to be an unnecessary precaution to firms who feel that their containers should help pay their cost by carrying a more or less prominent advertisement. If Jones and Company's shirts are nationally known, it is surely reasonable that their packages should flaunt the words "Jones' Shirts." Is that not good advertising? It is—too good. The innocent display in red ink will prove all too seductive to some weak member of the human race and suggest that here is a heaven-sent opportunity for him to replenish his wardrobe.

"Plain packages are less liable to be pilfered," explained the claims agent of a large Canadian express concern. "Naturally if a light-fingered gent is hesitating between two packages he will decide to sample the one which informs him of the very desirable nature of its contents."

* * *

WHAT WE ARE DOING TO INCREASE SALES

How the Aromint Manufacturing Company and other advertisers have employed prize contests as a means of breaking the "buyer's strike." "Keeping them guessing" as a means of promoting sales enjoying quite a vogue.

By J. L. Love

WHEN jobbers and dealers are loaded up with an immovable stock to such an extent that they have become disgruntled and "sore" at that particular line, what is the remedy? The obvious answer is "Advertise"; but that admirable general prescription sometimes calls for more than the usual standardized formula.

The Aromint Manufacturing Co., Ltd., Toronto, makers of the well-known "Aromint" candies, began business in June, 1919, at a time when anybody could sell anything. They had a wonderful year, but in the early spring of 1921 sales began to fall off for no apparent reason. Jobbers found themselves "left" with heavy stocks. Efforts to unload met with scant success, and the dealers practically abandoned their efforts and became indifferent and even hostile to the line.

A little dynamite in the form of advertising naturally suggested itself, but it had to be of a kind that would act effectively and at once. The problem was to clear the jobbers' shelves without delay. Creation of a widespread and steady consumer demand was not the immediate necessity, although it might be the ultimate aim. Jobber confidence had to be restored and that quickly. An ordinary advertising campaign could not accomplish this.

A cash prize contest was accordingly started, with the modest sum of $225 in prizes. It was decided to offer $20 a week for ten weeks for the best jingles featuring "Aromints." Four extra cash prizes were offered to the four persons sending in the greatest total number of jingles during the ten weeks. The conditions were few and simple: each jingle should contain the word "Aro-

mint" and be accompanied by an outside wrapper of "the handy candy."

To increase interest in the contest, a jovial little character, named 'Arry Mint, was introduced. 'Arry' proved an instantaneous success as the direct inspirer of innumerable hitherto "mute inglorious Miltons." A large number of entries were embellished with sketches of "the lively little beggar"—to quote from his official description—and in one instance he was shown leading his blushing bride from the altar. 'Arry's' popularity has proved so pronounced that he will almost certainly feature in all future "Aromint" advertising.

Territory between Toronto and Windsor was selected for a try-out of the contest and space in eight daily newspapers was used. It was assumed that at least ten weeks would be required to give the campaign time to prove itself. As a matter of fact, its success was demonstrated immediately. During the first week entries arrived at the rate of five hundred a day, and since then they have averaged around three hundred daily. By the third week, two-thirds of the jobbers within the prescribed zone had cleansed out their stock, and new business was coming in. The Aromint Co. has practically decided to put on either a national contest or a series of zone contests, along similar lines, after New Year.

'ARRY MINT says
"Aromints are Good For the Kiddies"
Aromints are an ideal candy for children. Made from only pure cane sugar and pure flavoring pressed into solid discs of unadulterated sweetness, not boiled or cooked in any way. Children can eat them anywhere and any time.
Educate your children, when they buy candy, to buy AROMINTS. They are harmless, no matter how many they eat.
Aromints are packed in neat, HANDY packages that easily slip into the pocket.
Buy them by the box, and slip a package in the school bags every morning.
Sold Everywhere
5 Flavors 5c Package
TO THE DEALERS
Link up your store with this popular contest.
Display Aromints prominently in your window and on your counter.
Don't let your customers go elsewhere for their Aromints.
Sold Every where 5 Flavors
$225.00 in Cash Prizes
13 CASH PRIZES EVERY WEEK.
1st Prize . . $5.00 3rd Prize $2.00
2nd Prize . . $3.00 10 Prizes, each $1.00
EXTRA CASH PRIZES.
At the end of 10 weeks four extra cash prizes will be given to the four persons who have sent in the most jingles during the entire ten weeks' contest. Simply the greatest number counts.
FIRST PRIZE $10.00
THREE PRIZES, EACH . . . . . $ 5.00
"EVERYBODY'S DOING IT"
Send in your Aromint Jingles—short and snappy—and poems as long as you like. Keep at it; remember the four extra prizes at the end of the contest. Six weeks to go.
Here are This Week's Prize Winners
1st Prize $5.00
Jennie Scott, 5 Miata St., Toronto.
2nd Prize $3.00
H. E. McEwing Palmerston, Ont.
3rd Prize $2.00
John I. Hutchinson, 33 Grenadier Rd., Toronto.
10 Prizes, each . $1.00
Jack Long Toronto
M. E. Rayner Walkerton
E. Loft Toronto
Willie Fawcett Hamilton
Helen Hogarth Toronto
V. L. Harden Toronto
J. J. Dostrau Amherstburg
Harley McIntosh Toronto
Margaret A. Boyle Toronto
Mrs. Wallace Burwell Thamesville.
Have You Sent in Your Jingle Yet?
The conditions are so simple and it costs you nothing to try. All you have to do is to write jingle of poetry, which should contain the word "Aromints," on a plain outside wrapper of a package of Aromints, and send it to
THE AROMINT MFG. CO. LIMITED
197 DUKE ST., TORONTO.
You may send in as many jingles as you please, only each must be accompanied by an outside Aromint wrapper. The more you send in the better your chance of winning a weekly prize, also the extra prize for the greatest number of jingles sent in during the 10 week contest. If you do not win a prize this week, try again, better luck next time.
All jingles will become the property of the Aromint Mfg. Co.
5¢
AROMINTS
THE HANDY CANDY TO SLIP IN YOUR POCKET

One of the newspaper advertisements in the "Aromint" prize jingle-contest, listing the week's prize winners and giving conditions of contest

and the generous amount of prize money offered have resulted in an unprecedented number of entries for this competition. How many competed is probably unknown as yet, but some idea of the final figures may be surmised from the fact that the R. S. Williams Co. Ltd., Toronto, the Canadian distributors for Edison Phonographs, received over 3,000 entries from that city alone.

Lavish offers of prize-money are a feature of most recent contests, and in the majority of cases considerable thought is necessary if the contestant would avoid the "also ran" class. The Perfection Stove Company, Ltd. Sarnia, is offering $5,000 as an inducement to the public to "take their pens in hand." The first prize is $1,000 cash, and there are 999 other rewards for the best dissertations on the utility of the Perfection Heater in the home.

The Shingle Manufacturers' Association of Vancouver, B. C., advertises $1,000 in prizes for the twelve best photographs of shingled houses of from five to eight rooms. Accompanying the picture there must be a rough floor plan and a list of answers to ten questions, some of which are technical but which "your local lumber merchant, architect or builder will gladly assist you in answering."

Entries to the number of 120,000 came in from all over the world for the recent Kelly-Springfield Tire contests for the best dialogue to fit an illustration. The winning entry makes the victim of a bad blow-out say to a passing Good Samaritan who came to the rescue:

"It's great to have friends for an emergency like this".

"It's better to have Kelly-Springfields", replies the Good Samaritan, then you never have the emergency."

Others Using Contests

"Keeping 'em guessing" as a means of promoting sales is rapidly assuming the dignity of a fine art on the part of big national advertisers, in Canada as well as in the United States. Guessing and skill competitions, long the specialty of dubious concerns with doubtful commodities that could seldom be sold on their merits, have been adopted and adapted by reputable concerns whose products enjoy an undeniable prestige.

Mr. Edison's recent offer of $10,000 for the best phrase descriptive of his new phonograph is a case in point. That this prince of advertisers should consider such a method of boosting sales worth while is a significant comment on the new importance which the competition has assumed as a means of breaking up the "buyers' strike". The wide publicity given to Mr. Edison's offer

Who is the Most Beautiful Girl in Canada?
We are going to find her—and then
We are going to make her Famous
SEPT. 5th to 10th
LOOK FOR THIS SIGN
GREATEST BEAUTY CONTEST EVER HELD
THIS Contest is to select a Canadian young woman who is the most ideal Canadian Girl. She will, of course, be beautiful, but more beauty is not the entire ideal. Rather, she must typify, in every way all the good qualities and characteristics of the Land of the Maple Leaf. This girl, when chosen, will be eligible for the great Shadowland Fame and Fortune Contest and she will have a very favorable opportunity of qualifying for first prize. These arrangements have been made with the publishers of Shadowland for an Annual Fame and Fortune Contest.
PARAMOUNT MAPLE LEAF WEEK
Canada Annual MOTION PICTURE Celebration
OPEN TO EVERY CANADIAN GIRL AND YOU MUST ACT QUICKLY
WONDERFUL PRIZES OFFERED
FIRST PRIZE WILL BE A SUBSTANTIAL CASH AWARD AND THE LUCKY GIRL WILL ALSO MAKE A PERSONAL APPEARANCE IN ONE OR MORE OF THE LEADING PHOTOPLAY THEATRES OF CANADA, AT A GOOD SALARY. IT MAY ALSO MEAN THE BEGINNING OF A BRILLIANT THEATRICAL CAREER IF SO DESIRED
HOW TO ENTER
Obviously, all the details in connection with so large an undertaking cannot be given in the space of this advertisement. Go then, next week, to your favorite theatre displaying PARAMOUNT MAPLE LEAF WEEK signs and banners, see a Paramount Picture and secure the Paramount Maple Leaf Booklet. This booklet explains everything
STARTS MON. SEPT. 5th
PARAMOUNT PICTURES
FAMOUS LASKY FILM SERVICE, Limited
STOPS SAT. OCT. 1st

Intending contestants were required to go to the local theatre showing Paramount pictures to get the details of this contest. Did many do so?

Pure Guessing Popular

The simon pure but not too simple guessing contest has been proven an effective sales stimulator. One of the most original competitions in this class was organized by Henry Disston & Sons, the well-known makers of saws, Philadelphia. Nearly four thousand hardware dealers cooperated in the scheme. On a given date each dealer filled his window with saws, tools and files, including in the collection at least twenty saws of as many different styles and lengths as he happened to have in stock, and so placed that all the teeth could be counted. A colored banner, provided by the Disston Co., nine inches by three and a half feet long, was pasted against the window on the inside. It read, in bold orange and blue letters, "How Many Saw Teeth in this Window?"

Three prominent local men were named as judges, and prizes of merchandise, at the dealer's expense, were offered for correct answers. Careful coaching of the dealers and a supply of the necessary advertising material, consisting of six litho-

Concluded on page 774

HOW THE PACKAGE INFLUENCES SALES

"Goods well displayed are half sold" a maxim which explains the increasing use of the individual carton containers. Growth of "serve-self" stores increasing the importance of getting utmost selling value in the package. Perhaps your sales could be increased by a little attention to this detail.

By John Meldrum

THE vicar's wife was gazing a trifle ruefully at the huge pile of miscellaneous articles that had come in in response to requests for contributions to the annual "Jumble Sale." Taken as a whole, it certainly was a somewhat hopeless looking mound of junk. There was much that was really good in the heap, but regarded in toto it seemed to be an immovable and unsalable mass.

"I think that this year we will try to sort things a little more carefully," observed the good lady, turning to her waiting assistants.

"We have ample room in which to lay out the better goods separately instead of piling them in heaps as usual. It will mean a little extra work, but it will also mean much better prices."

The idea met with approval, and when the flood of buyers flowed into the schoolroom next day the smart appearance of the stalls and tables suggested an up-to-date store rather than the old, familiar "Jumble Sale" where everybody scrapped and scrambled for first place, and tossed and tumbled everything within reach in the frenzied search for 'bargains." Instead of being piled in heaps, garments were placed on hangers that showed them to the best advantage. As far as space permitted all goods were effectively displayed.

Result of Good Display

At the end of the day, the treasurer reported a record sale. Fewer articles were left over and a higher average price had been secured. In deciding to display her goods to the best possible advantage, the vicar's wife had stumbled across one of the cardinal points of modern salesmanship. Possibly she did not realize that fact, and merely felt instinctively that a thing well displayed is all but sold.

It is impossible to enter any store today without perceiving this exceedingly elementary principle at work. The biggest and most prosperous stores are those where display is made an art. Taking advantage of this very decided trend in salesmanship, manufacturers are giving more and more attention to the packing of their products, particularly in those lines, chiefly foodstuffs, known as "package goods."

Today, an infinity of products are packed in handy form at their point of manufacture, ready for delivery to the consumer. This modern method has developed an enormous trade in the printed and lithographed paper and cardboard carton. Not only are goods once sold in bulk now retailed in this form, but innumerable articles such as toothpicks, toothbrushes, umbrellas, gloves, hosiery, clothes pins, soap, sausages, are now put up in trade-marked, registered-name-bearing cartons.

Output Increased By Carton

In the matter of foodstuffs, the newer way has much to recommend it. Not a few industries have greatly increased their output by the adoption of the paper carton which has proved itself to be the strongest possible ally of national advertising. Without its aid, Quaker Oats and its confreres could never have hoped to compete with the same article sold in bulk. Many widely-advertised goods have no more and no less virtue than their unsung, unheralded brethren which repose in vulgar bulk in the drawer under the counter, but skilful advertising has endowed them with a reputation which their attractive containers enhance beyond measure. The result is that the housewife, who likes prestige, even in the porridge pot, will pay a little more in order to be sure she is getting the 18-carat article.

Chocolate manufacturers have reason to bless the first of their number who conceived the idea of putting up candy in handsome boxes. Both the penny plain and the twopence colored variety of cardboard container have done great things for the chocolate industry. Much chocolate is still sold in bulk, but the total sales would be greatly diminished were it not for the be-decked and be-ribboned boxes in which the aristocrats of the candy species find their way into the laps of the chocolate fiends. According to a large paper box manufacturer, the public would be greatly surprised if they knew what proportion of the price covered the cost of the container.

'That may be so," admitted the head of a well-known chocolate firm, "but there is another side to the question. Even a child is more impressed with a dollar box of candy than with a dollar's worth done up in a paper bag. The container, even the cheapest, is more suggestive of sentiment than a piece of paper can possibly be. It also delivers each individual candy in perfect condition.

"Our larger and more expensive boxes are designed to serve a purpose after their original use is exhausted. They are used to hold gloves, ties and even larger articles of female attire. Most girls have anywhere up to a dozen large, costly chocolate boxes in their 'hope chests' filled with what-do-you-call-'ems, doylies and things. Their advertising value is endless."

Costly Container Unnecessary

That the costly container is not an absolute necessity in selling candy has been proved by the experiment of Ganong Brothers, chocolate makers, St. Stephen, N.B.

"Early in the year we decided that the candy buyer was beginning to look for better value for his dollar." said A. R. MacKenzie, of Ganong's Sales Department, "and that the dealer was asking all sorts of prices for his package of chocolates. We also felt that the manufacturers had been going to extremes in the cost of containers. In our Tru-value package we have been able to put better value in the contents of the package by cutting out ribbons, expensive art work, padded tops, etc. By backing up our judgment by advertising, we have succeeded in marketing double the quantity that we estimated early in the year. The demand is steadily increasing."

The rapid spread of the "groceteria" idea has been due largely to the wider adoption by manufacturers of the package method of putting up their wares. The "self serve" store is only possible where the greater part of the stock arrives in a form

handy to pick up. Where material such as sugar or flour comes in bulk it has to be packed in bags in the rear warehouse before it can be placed on the shelves. It would obviously be difficult to operate a "self serve" store if all items sold had to be handled in this manner.

Inversely, the "groceteria" is creating a demand for better and more attractive containers, and labels. In the ordinary store, the salesmanship of the man behind the counter is the chief factor in moving goods off the shelf. His skilful manipulation frequently sells something which the customer would not have taken had he not been subtly or openly influenced to do so. When the buyer himself penetrates behind the counter, as in a "groceteria," a very different state of affairs exists. He sees before him, within reach of his hand, half a dozen competing brands of the same article. He probably knows little or nothing about their respective merits. Suppose he wants macaroni. Out of six different packages, which one is he going to select. Nine times out of ten he will pick the package that is most attractive looking.

Package Does the Selling

A manager in one of Toronto's largest "groceterias" had some interesting observations to offer on the subject of cartons and containers as silent aids to salesmanship.

"Whilst we can buy and sell cheaper in bulk," he confessed frankly, "the carton has decided advantages. It is particularly good for the small store as it ensures cleanliness and no handling of the goods. In the average small store the contents of the flour and bran hoppers are inclined to fraternize. The spice drawer is apt to spill over into the tea chest, and, like Mrs. Gamp's snuff which got into everything, including her patient's broth, is inclined to wander indiscriminately. The carton keeps everything in its place and is more satisfactory all round. If by any chance a package should reprehensibly hobnob with the onions, it does not absorb any of their delicate aroma."

"Few people realize how greatly the package influences sales," continued the speaker. "See here!"

He placed two packages of custard powder on the table. One was in a tin wrapped around with a dirty white label indifferently printed in unadorned letterpress. It looked about as snappy and appetising as a cinder. Its competitor, on the other hand, was distinguished by a label lithographed in several colors, and most of its design consisted of a highly desirable looking custard pudding with "rare and refreshing fruit" nestling at its base.

"Now," demanded the demonstrator, "which, in the name of common sense, would you buy?"

"Some time ago," he went on, "we purchased a lot of canned peas. They hung about the place for ages. We knew their quality was beyond reproach, and we were puzzled to account for the fact that they would not sell. We decided that the cause was their hideous blue label. Another brand, dearer, but no better in quality, went off rapidly simply because they were packed in an attractive container whose label showed an appetizing dish of peas."

The Customer's Choice

"Here are two other striking contrasts," added the speaker, placing two packages of macaroni on his desk. One was contained in a cardboard, cylindrical box with a label rather crudely printed in black and red that had faded to brown. The other package was tastefully printed and wrapped in waxpaper, the whole suggesting chocolates rather than the actual humble contents.

"There is no manner of doubt where the choice of a customer will fall in this case. It is essential that a new product should be introduced in a smart looking dress, and even the well-known favorites are finding it necessary to furbish up their wardrobes."

Another sales man who handles thousands of package goods in the course of a week was also of opinion that the shape, design and coloring of the container is frequently everything in the selling.

"We deal with a certain firm in Toronto, because their goods are A1 in quality and thoroughly reliable," he explained. "I am convinced that we could do a great deal more with them if only they would pack their goods right. They use plain, unattractive cartons and labels printed in one or two colors, with the result that their goods move slowly whilst inferior articles, more pleasingly presented, are snapped up."

The list of articles now sold in cardboard cartons or boxes is surprisingly long, a fact that need cause no surprise in view of the opinions expressed above. The list is being added to daily. The adaptability of the material and the ease with which it can be printed or lithographed make it the "perfect package" in innumerable directions. Books and the more expensive catalogs are now being mailed in cardboard boxes. Articles that once called for glass or metal containers owing to their more or less moist nature, can now be packed in waterproof board. There is a "perfect package" for every trade and if a definition is needed at all, it might be given as "the package that perfectly packs, agreeably presents and silently assists in the sale of its contents."

* * *

Cartons To Increase Prune Purchases

"You poor prune!" will soon cease to be a term of contempt. Before long to call a girl a "prune" will convey the same delicate compliment as terming her a "peach." Advertising is going to perform the feat and just as it has rescued the raisin, the orange, the apple and the cranberry from a more or less homely obscurity, it is preparing to elevate the prune to preferred position alongside the Rolls-Royce type of product.

Encouraged by the success of the 5-cent package of raisins, which turned a heavy business slump into a record year for the vine-growers of California, the California Prune and Apricot Growers Inc., of San Jose, will introduce immediately a "Baby" carton of Sunsweet prunes which will sell to the consumer for a nickel. A strong advertising campaign, coupled with a splendidly comprehensive and well-organized merchandising plan, will back this latest "baby." Big space will be used in the newspapers and magazines, fortified with outdoor displays, and there will be a full line of attractive dealer display material distributed.

The 5-cent "Baby" package of prunes is a most alluring carton, twenty-four to each container, which is in itself a splendid piece of display material. The slogan which will be used in all the advertising, and which is prominent on the container, is "Eat 'em Raw." There's a reason, 'tis said, for this slogan. Not only do thousands of people already eat 'em raw as a confection, but it is the custom of the men working in the packing plants to dispose of the prunes continuously in this manner. If the prune can compete right in its own home town, so to speak, with the ubiquitous gum, it stands a reasonable chance of capturing every man, woman and child with two workable teeth opposite one another.

Simultaneously with the 5-cent package, a 2-pound carton of Sunsweet prunes will be introduced. This unusual unit of purchase, it is devoutly believed by its promoters, will be exceedingly popular and will become a household institution to be found on the pantry shelves alongside the familiar kitchen gods of the day.

* * *

According to figures recently announced by the U.S. Census Bureau there are over 11 billion copies of daily newspapers published annually in that country, averaging one copy a day for every three and one-fifth persons.

* * *

The annual meeting of the Association of National Advertisers of the United States will be held November 14-16 at Lakewood, N.J.

TWELVE TIPS ON ADVERTISING*

Tip No. 7.—Give Real Information About Your Goods

A great deal of selling and advertising is mere empty words. Get facts, rather than talk into your copy. Most advertisements not sufficiently descriptive.

By Herbert N. Casson

THIS tip is another way of saying "Know your goods." It also points out the best way of securing this knowledge.

The common fault of much advertising, and salesmanship, too, is sheer *Ignorance*. The advertising writers and sales persons simply don't know what they are talking about.

They have little or no knowledge of the goods they are trying to sell. They are only babbling "nice"; "best"; "cheap"; "pretty"; "bargain"; "latest"; and many other such words that have lost their force long ago.

The vast bulk of sales people are, as everybody knows, untrained amateurs who are quite unfit to stand behind a counter and give an intelligent service to the public.

The flood of girls into our shops has lowered the level of salesmanship more than most of us realize.

These girls are seldom ambitious and still more seldom loyal. They regard a job as a temporary hardship, and consequently they are careless and indifferent.

They toss goods upon the counter as though they were selling dead cats. Their attitude towards their own goods is one of dislike tempered with patience.

The only thing they know clearly is the price; and if a customer does not buy quickly, and hand over his money, he is a bore and a nuisance.

That is the usual thing, which, like most usual things, is not good enough.

Now, one of the objects of advertising is the education of the public and the sales people, both, as to what *Quality* means.

Advertising not only brings the public to your shop. It does more. It teaches your shop assistants what to say. It prepares them to deal with the public.

In fact, if a merchant wants to put his whole business on right lines, *he must link together the buying, the advertising and the selling of his goods.*

But nothing can take the place of a *knowledge of the goods.*

If you don't know what you're selling, you are sure to miss sales. And your knowledge must be up to date.

It is amazing how little the average merchant or shop assistants knows about his own goods.

How many people, seling woollen goods, can tell you the difference between a woollen and a cotton fibre?

How many people, selling collars, can tell you how a collar is made?

How many people, selling razors, can tell you how the blades are tempered?

Is it not true that most goods are sold stupidly and advertised stupidly, by people who don't know the quality points of the goods?

Now, the quickest and most practical way to change this absurd situation, is to describe the goods correctly in the advertisement, and to use the advertisements to instruct the sales people.

The points of quality! What are they? How can they best be displayed? How can the goods be *proved* to be worth a little more than the price?

These are the vital questions of salesmanship, and no fluency—no glibness—no briskness, will make up for the neglect of them.

To show exactly what I mean, here are a few extracts from professional advertisements, which give the quality points of the goods:—

Advert. of Vapour Oil Stoves

"A 3½ lb. chicken will roast tender as butter in 70 minutes by actual test. Biscuits require 12 minutes. Toast requires 3 minutes. This stove burns like a gas range. It gives two rings of intense flame instead of one. It saves 25 per cent. of fuel and gives 19 hours' heat from one gallon of oil."

Advert. of Gillette Razor

"The new improved Gillette has a Fulcrum Shoulder, Overhanging Cap, Channeled Guard, Automatic Adjustment and Diamond Knurled Handle. These improvements mean a finer shave, longer service and more shaves from your blades."

Advert. of Glaxo

"During the month of September, in Rotherham, 240 babies under one year were fed on Glaxo, and only 1 died. Glaxo is not a secret mixture of starch, flour or malt, but fresh, clean milk, with cream and milk-sugar added. The water, which is the germ-carrier, is driven off by the Glaxo Process, so that the dried milk is bacterially pure."

Advert. of Palmolive Shaving Cream

"Multiplies itself in lather 250 times and lasts for 10 minutes. Softens the beard in one minute. Contains a blend of palm and olive oils, that soothes the skin. We tested 130 formulas before we perfected this Cream."

In the above advertisements, the copy consists of *Facts*, not *Talk*. These advertisements could not have been written by a man who had never seen the goods.

Such advertising convinces those who read it. It gives real information. It gives the news of the goods.

This type of advertising is as rare, almost, as fourleafed shamrocks. Often, you may look over 50 advertisements, and not see one that really *describes* the goods.

Most advertisements are not really descriptive, as they ought to be. They are enthusiastic, flattering and beseeching; but they are certainly not descriptive.

Sometimes, no doubt, a Psalm of Praise may pass itself off as an advertisement; but in my opinion, the Psalm of Praise has become too common and stale.

An advertisement should be written, not to please the seller, but to convince the buyer.

An advertisement may be more than a Psalm—more than a Shout—more than a page of Self-praise.

It may be a clear, vivid description of the superior qualities of the goods. It may be information, given in a striking way, by picture and type. It may render a real *Service* to the buyer, by enabling him to buy more intelligently whatever he wants.

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INCREASED ADVERTISING APPROPRIATIONS TURNED LOSSES TO PROFITS

How a few thousand dollars in advertising saved one firm that was faced with failure, and later produced business yielding over $200,000 profit in a year in place of a loss of $10,000 a month. How farm paper advertising has built the business of the John Deere Co., as told to the Hamilton Convention of the Advertising Affiliation

By F. R. Todd
Vice President John Deere Co., Moline, Ill.

GOODS that are sold upon the basis of prices alone rarely create for themselves a continuing good-will, and are seldom "repeaters." The most substantial businesses are, therefore, based upon quality. Naturally, in quality goods, price is a factor to the extent that the customer is given his money's worth.

The sale of quality goods is a problem in which the advertiser is most deeply interested, for it is only in this field of merchandising that strong and continuing connections are created. The itinerant merchant is the one who sells upon price alone. He has no occasion to create good-will for he is not long in one place. The successful, continuing business, however, is founded upon the establishment of a good-will, always an important asset, and maintained largely because of the quality of the article sold.

No matter how successful an article may be, no matter how high its quality nor how well it may be worth its purchase price, it cannot be permanently sold unless it is advertised. There is no one more susceptible to the quality idea than the farmer and it is in selling quality goods to farmers that I have devoted most of my time.

Advertising Essential

The complete line of successful marketing is:—

1st—Good goods.

2nd—National advertising.

3rd—Retail dealers, properly stocked.

4th—The local newspaper carrying the dealer's advertisement and connecting him with the articles advertised.

Given quality goods, we next discuss, in our particular field of activity, the problem of national advertising.

In the implement industry the farm paper without doubt stands supreme and I do not believe that I can better prove this point than by relating a chapter from my own experience.

The Kemp & Burpee Manufacturing Company, with which I was formerly associated, entered the business of manufacturing manure spreaders in 1873. They pioneered the introduction and development of this important farm tool. The company started business with a capital of $100,000. In 1900, after many years of effort in introducing this tool to the trade and educating farmers to its use, the company was faced with failure.

Up to this time little if any use was made of the farm press. The $100,000 with which the concern started had shrunk so that the only thing that prevented the business from being liquidated was the fact that the guarantors of the company's paper would not only have to lose the original investment, but make some additional contribution to pay its debts.

The Turning Point

When conditions were at their worst, an advertising agency solicited our business and made so persuasive an argument that, grasping at the last straw, we concluded to spend a few thousand dollars in the farm papers. About this time I became identified with the company as its sales manager, and found that the little advertising we had already started was commencing to produce results and we sold, during that year, nearly one thousand machines.

This experience pointed the way to possible success and each succeeding year we appropriated larger sums for use in the agricultural press, and our business continuously grew in about the same percentage that our advertising appropriations increased.

We sold out the business to Deere & Company in 1910 and for two years prior to that time had been selling upwards of ten thousand spreaders per year. From a financial standpoint the experiment was a success, as the company, without any additional investment, paid to its stockholders in dividends and in the distribution of the proceeds of the sale of its business, nearly three-quarters of a million dollars.

At the time of this sale, I entered the employ of the Deere & Company (the founder of which John Deere was a Scotchman by birth) and became manager of the Marseilles Company at East Moline, Illinois. This company was moved from Marseilles, Illinois, into a new factory building at East Moline, and manufactured corn shellers and grain elevators. To this production was added the Success Manure Spreader for western trade.

It was difficult to get the new plant under way. The plant was too large for the volume of business available. The picture of the first year's operation showed that the institution was losing money at the rate of about $10,000 per month. I concluded that something radical must be done and that the most important thing was to increase the volume of business so as to decrease the overhead. The manure spreader production for the trade served by the East Moline factory was running at the rate of six thousand machines a year. This seemed the easiest place in which to increase volume.

Farm Press Again Stems Tide

We were about to bring out a new machine, of somewhat different type, which we called the "John Deere." My experience at Syracuse had taught me that there was only one way to stem the tide, and that was through the help of the agricultural press. I immediately secured very largely increased advertising appropriations and started a campaign for the sale of John Deere Spreaders. Within three months after this campaign was started the volume of business secured turned the tide from loss to profit and during the first twelve months of this campaign the spreader volume was very largely increased and the entire loss made by the company during thirteen months of unsuccessful operations was regained, and in addition thereto, a profit of over $100,000.

I know that these two instances will be of interest, for they convey to you, more clearly than anything else I can say, the high regard in which I hold the farm press of the country. I do not believe that there

is any institution in the implement business that is operating on a reasonable competitive basis, that cannot, through the proper use of the agricultural press, make reasonable profits.

I might further add that I believe that any wave of competitive price-cutting can be so stemmed, through proper use of farm papers, that goods can be sold at a reasonable profit, even after the advertising expense has been added. As an example of this, I might cite that during one year of my experience with the Kemp & Burpee Manufacturing Company, two competitors, both very much larger than ourselves, entered into a price war on manure spreaders during which time machines were sold at a loss and at fifteen to twenty dollars under our price. We met this situation by maintaining our price, which was a reasonable one, and doubling our advertising appropriation. While we suffered some little loss in trade during the particular time the fight was on, we still were able to continue business at a profit. Following this fight, when the concerns in question put their machines back upon a fair price basis, our trade nearly doubled.

An incident of more general interest, which determines the great value of the farm press, is the efficient way in which it co-operated in the year 1919 with the implement industry in securing proper distribution of farm machinery to handle the crops, particularly the wheat crop.

Great Influence of Farm Papers

After the armistice was signed there was a disposition upon the part of the commercial world generally, and the farmer in particular, to anticipate lower prices and refrain from buying. This spirit was absorbed by the implement dealer from the farmer and made him hesitate in securing the usual amount of farm machinery to take care of the crop. Factories were also affected. With the largest acreage of wheat the country has ever seen, the schedule for the production of binders was much below normal. Dealers were disinclined to buy, stocks were accumulating at factories, and unless something could be done to relieve the situation there was reasonable certainty that many acres of wheat would go unharvested at a time when the civilization of the world depended upon producing and distributing more food.

In this exigency a committee of the implement industry appealed to a committee representing an association of American farm papers and it was agreed that the only way to stem this tide of indifference was to pass out, through the farm press, the facts involved with reference to prices. A pamphlet was prepared by the committee, and the facts therein contained laid before the farmer, through the farm press. An immediate change in attitude was evidenced —farmers commenced to talk to dealers; dealers commenced to talk to travelling men; stocks commenced to move from factories and branch houses; factory schedules were increased. In our own case, our production of binders was fifty per cent. larger than the factory schedule upon which we were operating when the appeal was made.

Retailer an Important Link

No method of marketing quality goods can be complete without the retail dealer. The discriminating buyer likes to see an article before he buys it. He has confidence in his local merchant and naturally turns to him for information. Without the local dealer having a suitable place of business, with adequate capital and suitably assorted stocks, quality merchandising, in the implement business at least, cannot be successfully conducted.

There is nothing more important to the success of the plan than that this local dealer should have a sample floor upon which, during the various selling seasons, can be displayed in proper working order, well assembled and adjusted, the goods that are in current demand. Many a well-thought-out plan of advertising quality goods has failed because of the lack of proper co-operation upon the part of the local dealer. To secure this co-operation an efficient sales organization is necessary, and in this organization the most important factor is the traveller, whose contact with the local dealer, if conducted upon the proper plane, is a necessary part of the chain of merchandising.

Given suitable quality goods, proper national advertising and an efficient local dealer, there is still wanting a very important link in the merchandising chain, namely, the connection of the nationally advertised article with the store of the local dealer. This essential link is the local paper, which should always be availed of by the dealer, that he may cash in on national advertising. The use of this local paper should be through special ads. prepared by the manufacturer. The dealer, lacking knowledge of the details of the national campaign, is not able to frame this advertisement in the proper way. Again, the national advertiser has experienced men, familiar with the goods and the plan of merchandising, who are much better able to prepare these ads. than the local dealer.

Our experience has been that the very best way we can use this local medium is through prepared electrotypes which we furnish our dealers, and which they, in turn, use in their local papers. We have found, during the recent business depression, that dealers are beginning to appreciate more than ever the value of advertising, and that the demand for these electrotypes has been increasing from month to month, until we are now sending out tens of thousands of them during each selling season.

The owner of the local paper can do much for himself in securing additional advertising, if he will keep watch of the goods that are advertised in farm papers, find out which of those are handled by his local dealer, and solicit that dealer to furnish the connecting link through the columns of the local paper.

The Plan Followed

The plan which we follow is to have our travellers enter into a contract with the local dealer, which provides that our electrotypes will be sent directly to the local paper editor for a certain number of issues during the year, the dealer paying the local paper for the advertising space and we furnishing the electrotypes free of charge. This service is so planned that advertisements covering seasonable goods are inserted in the local paper at the proper time without any further attention upon the part of the local dealer.

It has been my privilege, through the application of the principles laid down here and the various ramifications thereof, to see:—

1st—A very small business grow to a volume of a million dollars a year.

2nd—The business of a larger institution with which I became connected, increase from twenty million dollars a year to three times that amount.

From these many years of experience there is one outstanding thought in my mind—that any endeavor to market quality goods—any endeavor to build up a lasting good will, is bound to prove a failure unless one of the factors in the plan is the liberal use of the advertising columns of both the farm and local press.

Suits The Story To The Conditions

The flexibility of Daily Newspaper Advertising is the feature which fits it so well to the needs of so many advertisers. The story of the advertiser may be varied to suit the conditions of every locality or market, to meet language, temperament, and needs of the people, or the climate or business conditions.

In speaking of the advertising of the American Sugar Refining Company recently, the N. W. Ayer (Philadelphia) Advertising Agency said:

"Metaphorically speaking, it rings the door bell and says 'Good Morning, Madam! Now is the time to put up peaches.'

"Three hundred miles away it may be time to put up pears or blackberries—there, the copy says so.

"Throughout the summer, as crops ripen in their various sections, American Sugar shouts, 'Save the fruit crop! This week is the peak of the season.' "

Peaches here, blackberries there; fruit crops ripe here this week and to be ripe next week somewhere else; daily newspaper advertising telling the story.

Daily newspaper advertising takes care of all these conditions. It is the only medium which can do so.

Daily newspaper advertising may be used in all or any of the markets of Canada—all the same in every one, or different in each.

There is no ONE ***national*** market in Canada—this country is a series of markets. Each has its own peculiarities of climate, of temperament of the people, and of their needs and ability to buy. There is the Maritime market—the Montreal and Quebec market—the Toronto and Ontario market—the market of Winnipeg and the Middle West, and so on. Each territory is thoroughly covered by the daily newspapers of its principal cities.

To win the Toronto and Ontario market is to establish yourself in Canada's most profitable trading territory. The Globe has contributed to the success of many an advertiser. It is recognized as the Dominant Newspaper in this market.

The circulation of The Globe is in excess of 100,000 daily. This is the largest circulation ever *GAINED* by a morning paper in Canada. It is nearly three times that of any other morning paper which does not secure its "subscribers" by giving premiums or purchasing subscriptions *en bloc*.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

HOW TO ADVERTISE TO WOMEN BUYERS

What the woman consumer thinks about advertising—the kind of advertising that interests her—and the benefits it has brought her—as reviewed in an address before the recent Advertising Affiliation Convention in Hamilton

By Mrs. Christine Frederick
Director Applecroft Experiment Station, Greenlawn, L.I.

SPENDING money has in all time been considered a woman's job, but the power behind the pocket book is not the man who earns, but the woman who spends. You may be surprised to learn that women buy 48% of all merchandise for family use, and have an important voice in 23% more, making a total of 71% bought by women. So that is only 29% left for men to buy!

Women buy: 48% of drugs; 96% of all dry goods; 87% of raw and market foods; 48.5% of hardware and housefurnishings; 50% of automobiles.

Indeed the results of recent investigations seem to show that the only things men buy alone are:

36% of newspapers.
28% of dogs.
24% of the phonographs.
20% of the gas fixtures.
60% of boxed candy, and
90% of women's silk stockings!

Women, alone, buy 11.2% of men's clothing without consulting the men, and help buy 22.9% more. So that 34% of the clothing which you gentlemen are wearing today, including your socks and neckties, were either purchased by women or chosen when your wife went along! Women alone, then, buy this half, this 48.4%, this large part of all goods, foods and furnishings used in the home without even consulting their husbands.

Power of Consumer

The almost uncanny and mysterious might of the consumer and her silent but psychological organization to achieve what she wants has been amply displayed in the recent "buyers' strike." Never before in our economic history has the power of the consumer been so sweepingly and so justly exercised. We have always thought of the consumer as helpless, but she has shown that when she balks, prices must drop. But the serious thing is, what has she been thinking while she has refused to buy? What is she thinking about today?

My object as a consumer is to get the greatest value for my money, with the least expenditure of time and effort. Before I buy an article of any kind—shoes, flour, underwear household furnishing, I must make an analysis of it. What is its quality, its weight, its size, its cost? Every purchase is a problem until a consumer has decided what are qualities and cost she always desires in any particular article. In other words the intelligent woman standardizes her purchases. Once she has established standards to fit her particular needs she can purchase articles with a minimum of time and effort. My object then, as a consumer is to find dependable articles which suit my particular needs as to quality and price. The more widely distributed, the easier for me to purchase, the more simplified are my problems as a consumer. Dependable goods at the same unvarying price and quality mean that I can instantly purchase such articles without making a new analysis each time of purchase. In order to have standardized purchasing, the consumer must have distinguishing marks on the article she buys. And so the manufacturer's trademark offers the consumer this protection and means of identification, because it, and it only, is a guarantee that certain qualities at certain prices can be obtained at any time and any place.

From my viewpoint as a consumer the trademark assures me definite standards on these five vital things:

1—Quality.
2—Manufacturer's Name.
3—Price.
4—Size and Weight.
5—Place of Manufacture.

Speaking for women consumers generally, my hope as a consumer is that there will be much more trademarked merchandise. There are still many articles which the housewife would like to see trademarked so that she could have a better basis for comparison. When there are more standards of quality and price I will be better able to test many so-called "bargains."

Trade Mark a True Guide

It has been said that trademarked goods are often inferior to unnamed goods. I tell you frankly that there are plenty such; but the very fact that they are trademarked enables me to recognize them and refuse to buy them. I have bought a well-known nationally advertised brand of hosiery which I have found uniformly unsatisfactory. I shall not buy this brand again, but the trademark will enable me always to identify that inferior brand of hosiery. In other words, from my consumer point of view, a trade mark is a guide against inferiority as well as a guide for excellence. Advertising alone will not force me to buy an article. It is only a means of placing an inducement to buy before me. It is a great mistake to spend much money telling me about an article that has no merit, because I won't buy the second time, no matter how extensive the advertising.

The home of today has, through advertising, established the following ideals of living and practice.

1—Sanitation and good health, recreation, outdoor life and sports.

2—Variety, purity and dependable commercial foods.

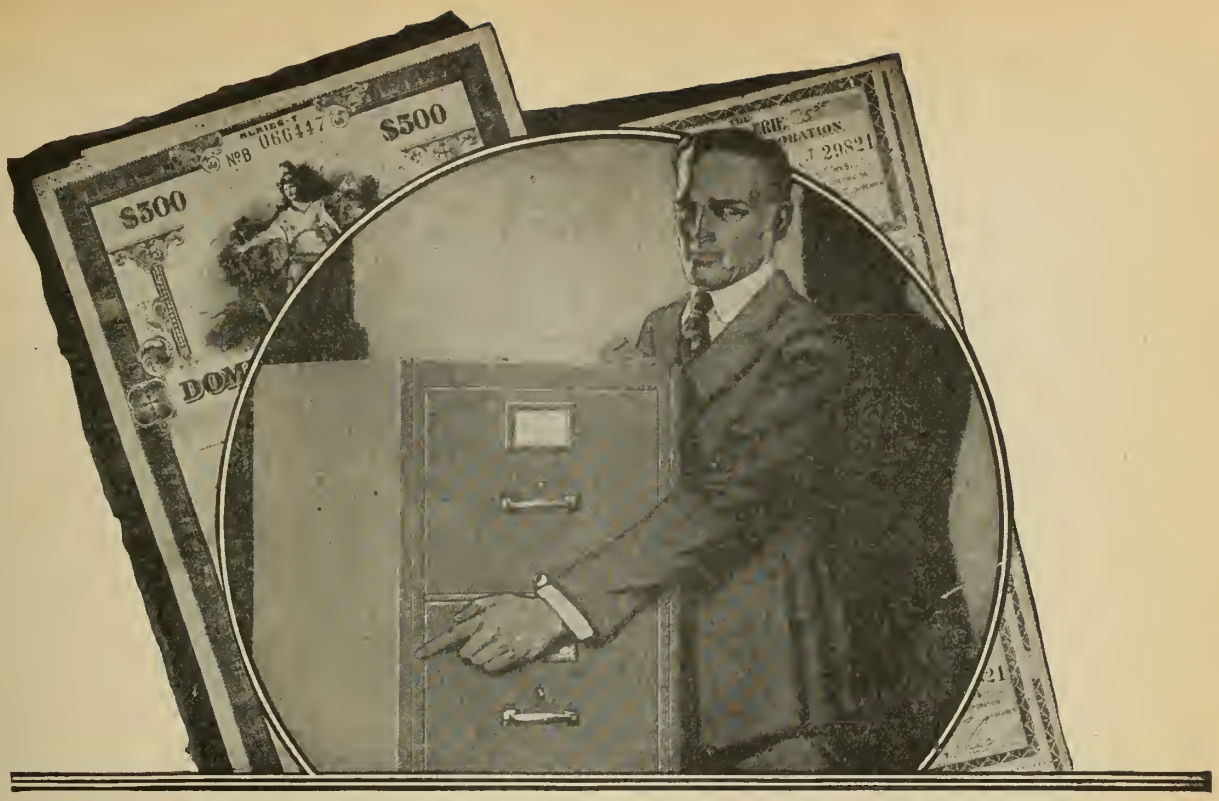
3—Style, in clothing for all the family.

4—Invention, bringing of equipment and devices and products which make for comfort.

5—Aesthetics, music, beauty in home decoration and furnishings. Personal beauty and well groomed appearance, especially in women. Think of the soap ads. and the "skin you love to touch!"

6—Education, advancement in

> I BELIEVE that nothing greater or more beneficial could befall the advertising profession than to form a partnership with the intelligent housekeeper and spread the reason why advertising is a great friend in the reduction of cost and in the maintenance of quality. You have sold her your ham and your breakfast foods; you have not sold her the reason why your profession exists.
>
> —MRS. CHRISTINE FREDERICK
> before the Affiliation Convention at Hamilton



Make your money buy Safety as well as Service

Wise investors put their money into Government Bonds or gilt-edged securities. Why? Because the risk is lowered. The "margin of safety" is increased.

Why not buy your filing cabinets on this basis. Make your money buy safety as well as service.

FIRE-WALL FILING CABINETS

Steel-*plus*-Asbestos

"Fire-Wall" means better protection—an increased "margin of safety" for your business records. "Fire-Wall" cabinets are built to give you more safety. A curtain of asbestos, between two sturdy walls of steel, stands between your valuable records and the fire that may bring misfortune upon you. Consider safety when buying filing cabinets. "Fire-Walls" are an investment in better protection for your business records.

Drop a card in the mail to-day for a copy of "Protection for Your Business Records." Address nearest service store or Home Office.

Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

1008

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

learning as developed through home reading courses "From Salesman to President."

"Do you want an important salaried position, etc., etc. Inspiration booklets and advertisements encouraging training and efficiency in the job or profession.

Architects may think they have developed the distinctive North American home, but Sargent Hardware, Standard Sanitary Outfits, and Sherwin Williams have been the most active agents. Health boards may believe they are responsible for the aseptic attitude of the modern housekeeper, but Dutch Cleanser, Vacuum Cleaners and Dustless Dusters did it. Indeed, we may say that the woman and housewife is more influenced by advertising than by her husband and that advertising is the "Star Boarder" in every home.

Banish the "Pretty Girl"

We consumers ask for better and more efficient advertising; and possibly I could not explain what I mean by better advertising more effectively than by touching the subject of "the pretty girl" in advertising copy. One encouraging sign of efficient advertising is certainly the gradual disappearance of the flagrant use of the pretty girl. I find that advertising men hardly apreciate the radical change which has taken place in this matter alone in the past 15 or 20 years.

Ten or twelve years ago practically the only way to advertise tires, tooth powder, razors or cigarettes was to allow a pretty girl to sit in the tire or smoke the cigarette or hug the article to her not-over-obviously-clothed person. "Ask Dad, he knows" those days when the chief reason for buying cigarettes was to get a photo of a bowery burlesque queen to stick around his mirror and when tobacco advertising competed on the basis of the vaudeville artist then included in each package. But I am convinced by an exhibit of contrasting advertisements which I prepared, that the same firms which periodically used the pretty girl are now turning to straight reason why copy. Now what is the idea that is supposed to be behind the pretty girl? Is it that all of us never see enough pictures of feminine charm? Could it possibly be because of the poverty of ideas on the part of the advertiser, who because he can't think of anything else, or build up a convincing argument, slaps on a pretty girl?

As a woman consumer I am frank to say that it is men and not women who are appealed to by the pretty girl as she is universally exploited in our current advertisements. Do pretty women appeal to women? Do women admire the "chicken" type of girl in advertising? I answer NO—there is no antagonism so pronounced as the antagonism of the great average common-sense type of woman for the artificial doll type, for whom you men, in your crass ignorance and uncritical susceptibility, so commonly fall. We do not admire the all prevalent "chicken" and insipid type of pretty girl—but this does not restrain women from admiring the appropriate type of women, the beauty of Julia Marlowe, or Elsie Ferguson, adapted to its proper setting. If women were so inordinately fond of gazing at female beauty as the advertising artist would have us believe, you would find that every housekeeper would subscribe to the *Police Gazette* along with her copy of the *Ladies Home Journal.* But, dear advertising men, let me give you a tip, great numbers of modern women subscribe to *Physical Culture* in order to gaze fascinatedly on page after page of beauteous biceps and swobod chests. Why allow our national advertising to make a strong bid for the barber shop public when even the barber shop is being depopulated through the efforts of Mr. Gillette and when the national male motto is "shave your own?" Furthermore, do not forget that the movie is a far superior purveyor of beauty than paper and ink, and that most men or women coming out of a movie are so satiated with the goo goos and tar-dipped eye-lashes of the closeup showing the obviously displayed beauty of the movie star in violent action, that when their gaze falls on a billboard or a newspaper or magazine showing a pretty girl in an advertisment "still" eating Simpkins self-winding spaghetti, it leaves them cold and unmoved.

The picture of the girl with high heels and frilly apron and wrist watch who is supposed to be doing a large washing represents what I call an "*advertising anacronism.*" Imagine Hamlet wearing a business suit and riding a bicycle, or the lovely Marguerite wearing a muddy blouse and running a sewing machine instead of a spinning wheel. Yet our advertising artists are so crazed, so obsessed by the 'complex of the pretty girl' that they dress her like a Paris fashion mannikin. no matter whether she is advertising "Full-o-Pep" poultry food, or running the E-Z washing machine in copy run in the great corn belt. As long as there is a pretty girl on. near or under the product to be advertised, the advertiser seems to be happy, but the poor consumer pleads for normalcy, or at least appropriateness and true to setting or period in the details of the dress or physique of the human figure. The modern woman, thanks to various aids of education, is developing more taste and sense of aristocratic proportion. And she has no use for overdoses of advertising beauteousness. She resents the idea of promiscuously using women as bait, because she sees the all too obvious puppet show behind and grasps your desire to sell goods only on flattery and pictorial allurement.

Study Consumer's Needs

I urge you to more carefully study the consumer and her needs. Many times the product or your whole campaign are not adjusted to the conditions and viewpoint of the woman buyer. This is particularly true of foods, equipment and the labor saving inventions now coming into rapid use. The fact that 98% of all women are now doing their own housework creates an unusual opportunity for the advertising of all utilities in the home. This is the mechanical age of the household. Gone is the "disappearing Lizzie" and her place taken by the Vacuum Cleaner, the Fireless Cooker and the Washing Machine. Advertisements of cheap useless claptrap devices which won't work are flooding the market. But remember that the average homemaker does not understand machinery. She does not wish to know if the cylinder is shaft-driven or the body made of 26″ gauge steel, she wants to know how many sheets it will wash or how long it will take to cook a 7-pound roast. She wants to know *use* and not mechanics.

In the old days, if a man invented a new mechanism, produced a new food or a new fabric, it was perhaps ten years before some country held a fair or exposition where I could for the first time see this food or cloth or device. Now, such is the wireless service in advertising land that it needs no mere exposition or accidental peddler to inform us who are consumers what is the latest and most perfected product. I have found out that Advertising Land provides me a continuous, permanent, international exposition through which all the merchants and manufacturers and dealers of the world bring their goods before me in a gigantic moving picture film which holds my fascinated attention through the touch of advertising genius.

What Partridge Tires Did—You Can Do

PLEASE ADDRESS COMMUNICATIONS TO THE LONDON ADVERTISER CO., LTD., NOT TO INDIVIDUALS

MEMBER AUDIT BUREAU OF CIRCULATIONS

MORNING NOON EVENING

The London Advertiser

ESTABLISHED 1863

LONDON, CANADA

November 1st, 1921.

To Advertisers and Agents
in Canada and the
United States.

Gentlemen:

A few months ago the Partridge Tire factory was working only part time. Today, though the price is still the same and the tire has not changed, the factory is operating 24 hours a day. What made the difference?

The Partridge people say that advertising did it. Not any old sort of advertising, but a certain specific sort of advertising. Their original campaign fell down because it was not tied up with the dealers. They planned another. In each town of any size they ran newspaper copy headed - "See Soandso, the Partridge Tire Man". It worked.

The intense localization of the appeal made this new campaign a success. The copy appeared in local newspapers. It contained the name and address of a tire man well known in each community. It directed the prospective purchaser to buy at a certain place in his own home town.

Only newspapers can give that home-town flavour to national advertising. Pick a live dealer, couple your product and his good name in your local newspaper copy, and there is no reason why you cannot duplicate the Partridge Tire success.

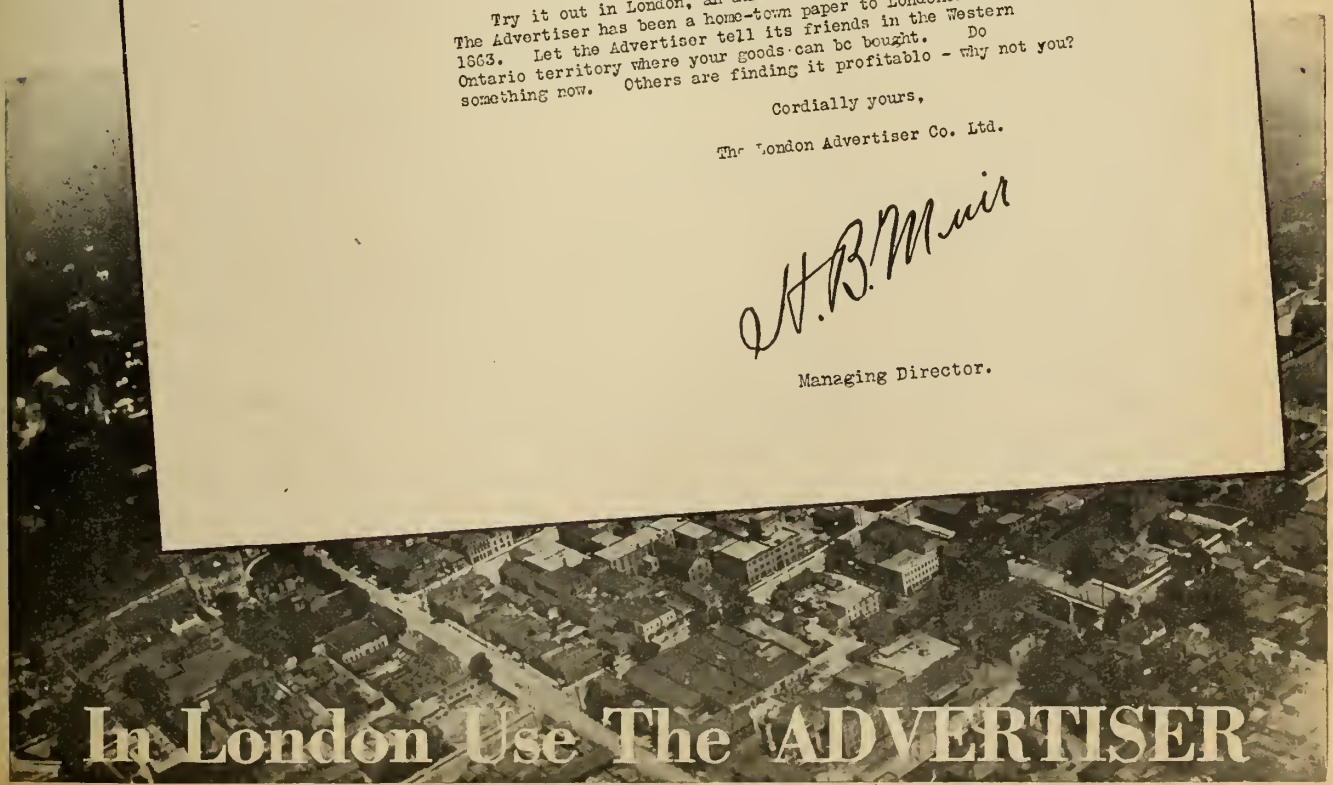
Try it out in London, an admittedly responsive market. The Advertiser has been a home-town paper to Londoners since 1863. Let the Advertiser tell its friends in the Western Ontario territory where your goods can be bought. Do something now. Others are finding it profitable - why not you?

Cordially yours,

The London Advertiser Co. Ltd.

H. B. Muir

Managing Director.



CULTIVATE THE SMALL-TOWN FIELD

City residents fail to get the right angle on the small-town merchant and the local weekly newspaper. Advertising opportunities of small towns invite investigation, Advertising Affiliation is told at recent Hamilton Convention

By Lorne A. Eedy
Chairman Advertising Committee, Canadian Weekly Newspapers Association

PSYCHOLOGISTS tell us that we interpret everything that comes to our attention in terms of our own personal experience. That is a fundamental law of human nature. And as we look around us we all see illustrations of this truth. The financial magnate, with his keen commercial training, is impressed with nothing so much as dollars and cents multiplied into huge figures. Similarly the metropolitan newspaper executive will measure the value and importance of a newspaper in terms of thousands of circulation. People are to him units of circulation—one-thousandths of a thousand circulation, which is a commodity to be sold to advertisers. His training and experience tells him to interpret things so. Having spent some time myself in daily and trade newspaper work before becoming the owner of a rural newspaper, I have seen a good deal to justify this conclusion. A daily newspaper executive, well-known throughout this country, suggested to me what a good proposition it would be to get control of a string of half a dozen weekly newspapers, to run half a dozen sheets in as many towns and make a fortune. That might strike some of my hearers as a proposition worth considering. But to a country newspaperman like myself, my friend's suggestion indicated very clearly that he had not the first conception of what a local newspaper is or what it means to its constituency. He overlooked the fact that a prime necessity in the making of a local newspaper is that its publisher be a citizen of the town, closely indentified with the life of the community and taking a keen personal interest in its well being. In other words, that personality is an important factor in the small town field. My friend, who thus misjudged the local newspeper and its place in the rural community is just another example that what the psychologists say is true. He interpeted the small town field in terms of his city experience. Were this man to put on a national advertising campaign he would overlook the importance of the local press because he measures all advertising proportions with a yard stick. The truth applies to the advertising field. You cannot measure the small town field by big city standards or you will miss its importance and possibilities. If I can drive home this one point and present one or two facts regarding the local field that will help my hearers to get the small town viewpoint, in the few minutes at my disposal, I shall be well satisfied indeed.

Field All to Themselves

Local newspapers to-day recognize that as newspapers they have a field all to themselves. We are not in competition with any other class of publications. Our best weeklies are publishing, outside of their editorial page, practically nothing but local news, local features, and advertisements (mostly local). Our news is not "world happenings" with display headings telling the latest scandals and the misfortunes of humanity, but the real news of the world, that of Mr. and Mrs. Common Folk and their family. A prominent manufacturer said to me: —"We take three local newspapers and we read every word of them". Can the same be said of the Metropolitan press with its oceans of syndicated features? The Home Town paper is not bought for a penny and carelessly thrown aside, but it is welcomed at every rural fire-side like a dear and familiar friend, there to be eagerly studied by every member of the household. The small town paper is gaining wider recognition to-day as a force that is helping to build up the rural community. And in thus serving his town and country the publisher is in active cooperation with the local merchants—the members of the board of Trade. These men see what the local paper is doing and they are already "sold" on its merits as an advertising medium. It is to local rather than to general advertising that the town weeklies are looking to-day.

This fact can be easily illustrated. The nearest small town to this city, as shown on our convention map, is Burlington, population about 2,000. I happen to have a copy here of last weeks' Burlington Gazette. You will see that it is bristling with live advertising. It contains 32 cols. of local display and not an inch of general advertising. The first small town in the other direction is Grimsby. The Grimsby Independent's prosperity is reflected in its advertising columns. A recent issue contained no less than 83 columns all local. The Thamesville Herald, published in a village of 800 inhabitants not far from here had 100 columns of local display in a recent special issue. The Oshawa Reformer, a member of our Association, had 221 columns of ads. in a recent shopping edition. The St. Marys Journal has a record of having carried a yearly average of 41 columns display per week. The Tilsonburg News published in an ordinary edition on Sept. 8th. 52 columns of display; of this 47 cols. were local 3 cols. general advertising placed through local dealers and 2 cols. placed by agencies. Gentlemen, do not get the idea that I am talking about small things. The average American or Canadian citizen, does not live in Cleveland or Pittsburg, or Rochester, he lives in a town like the one I come from. Canada and the United States are made up of such communities. The year 1920 census of of the United States shows that 60 percent of the population live in the small towns and on the farms. The rural field is the "Sixty per cent field" and for the general advertiser it should be, and is the most important field.

The Sixty Per Cent. Field

I could multiply instances like Burlington, Grimsby and the other towns noted indefinitely to show that the Town Weeklies are getting a large volume of advertising to-day but that it is nearly all local. The rural publisher cannot employ trained solicitors with their follow-up campaigns to cultivate the general advertising field for him to sell his proposition to the general advertiser, but he has a responsive constituency

Keeping Things Booming in OTTAWA

Here's a community not reliant on trade conditions—providing an uninterruptedly active market for both commodities and luxuries.

THE CITIZEN is the answer to every advertising question for the Federal Capital.

Of THE CITIZEN total circulation of **29,900,** all but 3,900 copies are delivered in the City and Suburbs—over **26,000** city and suburban circulation.

If there are things you want to know about this market our Statistical Department will gladly furnish facts and figures.

The Citizen

OTTAWA'S FOREMOST NEWSPAPER

OTTAWA

CANADA

If you "want Ottawa" you need THE CITIZEN

at home among his merchants who are more easily interested today in using the local press than they have ever been in the past. Thus local advertising has increased in the country field the past few years out of all proportion to the increase in general advertising.

But, gentlemen, I ask you in view of all this, is not the general advertiser missing a great opportunity? The retail merchants are your friends, your selling organization in the "Sixty Percent Field." They understand the rural field, they have the small town viewpoint and they are using the rural press as never before. If you would get the best results, study their view-point, co-operate with them and the small town field will be a fruitful field for you. A large paint manufacturer of New York City, after studying the small town, put on a successful campaign last year. His experience taught him something which he has summed up briefly: "You no doubt will be interested to learn that our direct orders exceed previous years by 110 per cent. This large increase confirms our judgment that the weekly newspaper which circulates among the local merchants' customers is the most satisfactory advertising medium to pull business for the advertiser. The business pulling power of the weekly newspaper is, in our opinion, due to its keeping in close touch with its town people, their habits and ways; and it's part of their life and becomes a welcome member of the household and read by all."

You, Mr. General Advertiser, could profit just as abundantly as this New York manufacturer who found that one cannot measure the "Sixty Per Cent Field" by big city standards. There is a rich reward in store for the general advertiser who grasps this truth and acts upon it.

* * *

SURVEY MARKET TO INCREASE SALES

Periodical surveys of market necessary to adequate planning of intensive selling effort. Big results often follow through discovery of overlooked opportunities. From an address before the recent U.T.A. Convention in Toronto

By Noble T. Praigg
Director of Advertising, United Tyhothetae of America

THERE are four questions of profound interest to every firm which is selling something:

1. Where will I find the greatest number of consumers, or customers?
2. How will I find them?
3. How can I influence them to buy in greatest useful volume, and;
4. How can I bring this about at lowest selling cost?

These primary questions and the countless questions supplementary to each constitute a survey of the market, trustworthy in proportion to the clear-headedness, accuracy and lack of bias with which the investigation is made.

Statisticians say there is a complete numerical turnover of business firms every thirty years. No matter whether failure or only passable success results, the reason always lies in errors of judgement, improper interpretation of conditions, lack of grasp of actual facts. But, happily, all industries these days are liberally represented by firms of outstanding enterprise and success which are pursuing an evenly rising course because they know precisely what they are doing, and why. One of the largest baking powder manufacturers in the world maintains an investigating and survey service, the maintenance of which costs $1,000 a day. Before this service was established, the manufacturer was only one of many other leaders in his line. Today conditions have not changed in his industry, but he—the one who bases all plans and operations on known facts— is the leader in his industry. His surveys point out pitfalls and he avoids them; by continuous research he learns of new uses for his product, and sells a product to fill those uses; investigation discloses greater economies, and he takes advantage of them.

A razor manufacturer "surveyed his market" and discovered that men have a primary interest in the razor blade which insures "smooth faces." It wasn't the handle of the razor, the quality of the steel, or any engineering factor which aroused a man's primary interest. He simply wanted shaving comfort and a satisfactory result. Having learned the readiness with which the comfort idea appealed to men, the razor manufacturer began advertising "smoother faces," and sales doubled in nine months.

Tractor Finds Its Market

"A tractor manufacturer faced with difficult competition determined to discover exactly where his market lay and after an investigation learned that in eleven conveniently covered states there was 16 million horse power which tractors could supplant. So instead of permitting his salesmen to continue trying to sell tractors promiscuously, sales arguments were built up by the use of which a salesman could point out to a farmer the exact number of horses, mules and smaller power plant units he could displace with economy, by installing a tractor on his farm.

By surveying its market, a quarrying firm discovered that it was making shipments over broad territories because of pride in having it generally known that this granite was in such general demand. But 10 per cent. of this far-away territory actually caused a loss. And in order to reach these far-away markets 60 per cent. of the nearby and profitable market was being neglected. The survey showed the error and pointed the way to increased volume of profits.

Surveys have developed the fact that women buy 48 per cent. of men's neckties which are sold. The manufacturer of automobile seat covers needs to know that in coming to a final decision the woman exercises her preference in 80 per cent. of the purchases. How important it is, for example, that the manufacturer of plows know that in just five states—the chief Winter wheat belt of the country—farmers plow in the Mid-summer! And what an opportunity for selective advertising, intensive advertising, direct advertising, to exert a positive buying influence within the confines of that territory in the Mid-summer months when sales are always needed!

How many printers are there who base their selling plans on a positive, dependable knowledge of just where their market lies, how extensive it is,

Money to Invest

Reliable manufacturers of well-advertised products can secure large amounts with which to finance their operations by applying to the best farmers of Western Canada who are prepared to invest their crop returns. Security required—quality, value and reputation. Applications of firms using the *Nor'-West Farmer* will be given preference. Advertisements in the Christmas Issue will be considered as references—make-up commences Nov. 10, forms close Nov. 25—early copy gets preferred position. Apply—J. B. Rathbone, 95 King Street East, Toronto ; Wallace C. Richardson Inc., New York ; or

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG CANADA

Christmas Issue Dec. 5

how it can be reached best, and at least selling cost?

Yet, how valuable it would be if printers' sales departments operated along the lines of least resistance and greatest promise, instead of the hit-or-miss, anything-doing-today method so universally pursued! Practically every successful manufacturer in the country has learned that sales are best when salesmen are able to call on prospects who are definitely interested. And almost limitless opportunities today confront those printers who are willing so to build their selling program as to make the time of their salesmen count—so that the salesman may call on prospective *buyers* and not simply prospective prospects. Nor is this mere theory.

What variety of printing am I best equipped to produce?

What are my points of superiority over practically every other printer?

What has the location of my plant to do with the character of my business; how much business comes from my immediate neighborhood, and how much from other sections; what are these sections and why is it business men at those points go out of their own neighborhood to do business with me?

How many different kinds of business are represented in my customer-accounts?

What are their normal seasons of most satisfactory sales?

What are their seasons of printing purchase, and how closely do these 'printing seasons' coincide with the buyer's seasons of greatest sales?

Are those buyers who are recorded as 'customers' buying as much of their printing from me as I can produce as well as, or better than, other printers?

What part of my equipment suffers greatest through the loss of productive time?

For what kinds of printing is this equipment especially adapted?

What customers of mine are not using as much of that kind of printing as they should, or what customers are buying it elsewhere, even though I have facilities for its production?

Find the Answer

Then there are questions pertinent to sales department operation such as whether my salesmen are merely selling competitive printing or whether they are selling ideas which automatically insure the translation of the idea in printed form; whether my salesmen are merely content to take the order which is current, or whether they give sincere thought to the customer's need and cause that order to become a leader to supplementary orders of an important nature; and of exceptional importance is the question of whether my salesmen are operating on a basis of random calls or whether a satisfactory proportion of their time is devoted to the exercise of effectual salesmanship directed toward an actual prospect for current printing.

It looks formidable—but the man who devotes thought to his business and who enlists in his survey the active interest and co-operation of his organization, within three months time will have built up such a valuable fund of specific facts from which to base his selling operations he will marvel at the superior results when his findings are practically applied.

From the making of an automobile motor to the registry of a color process job, accuracy is the primary demand. And if accuracy is so paramount with respect to merely one operation in a business, how much more essential it is in operating the business itself. Survey, research, investigation, known facts—it is on this foundation that greatest success is assured.

* * *

All Well Provided For Except The National Advertiser

Editor, MARKETING,

The Proposed Agreement Between Individual Daily Newspapers, Individual Advertising Agents and the C.D.N.A. has convinced us that the Advertising Agent has not properly gauged the sentiment of Canadian National Advertisers. He has not realized his economic position as Agent. He does not seem to be willing to become the Servant of the Advertiser, but this he must do before he is properly in his place. The reason is simply because the Advertiser insists that the Advertising Agent shall serve him and not the Publisher.

One Agent has realized this and has taken his proper place as an Advertiser's Agent. He still must compromise with a system of remuneration that is not fair because he must bide his time like everyone else. His attitude, however, is definitely constructive and the class of accounts that his organization handles is evidence that his position, if not sound, at least meets with the approval of the representative firms doing business with him.

We do not wish it understood that it is our desire to have the whole system of Advertising Agency Relations with Advertiser and Publisher thrown into the discard, forcing everybody to start over again, but we do feel that the waste and inefficiency under the present system has brought about a situation that requires recognition and a corrective.

The Proposed Agreement is a splendid document of its kind but it is not that "Corrective." It is, no doubt, the product of some deep thought. It looks like the product of just the type of thinking that the average Agent appears to be doing for his clients. Everything has been carefully considered except the client and his needs. In the Proposed Agreement everyone is well provided for except the National Advertiser. It is this kind of thinking that has placed the Agencies in the position where such an agreement is necessary to their continued existence. The Proposed Agreement in its tone is a fine example of the mental distortion that occurs when men make last stands in untenable positions. We cannot conceive of any National Advertiser permitting his account to remain in the hands of a party to such a proposal.

We have suggested to the C.D.N.A. that they devote a strong effort to teaching the Agencies their proper position in the scheme of things and ask them to drive it home to the Agencies that ultimately a man gets paid in exact proportion as he serves.

We are willing to concede that Agencies are entitled to remuneration from Publishers for the service of guaranteeing accounts, placing contracts and other work of like character but we will not admit that this is any justification for the Agency receiving remuneration from the Publisher for services rendered the Advertiser which in no way directly benefits the Publisher. An equitable basis of payment for such valuable service as is rendered should be arranged between the Advertiser and his Agent.

Of course, if the Agency does not render any "valuable service" it will have some difficulty in arranging an "equitable basis." Possibly it is because most Agencies have not the personnel and organization to render efficient service that the somewhat drastic proposals of the A.C.A. have sent them scuttling to cover in the form of this Proposed Agreement.

If Clause 11 of the Proposed Agreement be entirely eliminated and Clause 14 rewritten with the thought in mind that the Agent is the Servant of the Advertiser, then the way would be clear for individual Advertisers and Agencies to get together on the basis of R. W. Ashcroft's suggested agreement as shown in a recent issue of MARKETING and the present disturbance might result in a movement of progress that would do a great deal for worthy newspapers, efficient Advertising Agencies and Advertisers who know what they want.

We thank you for the broad way in which you are airing this discussion in your publication.

Yours very truly,
Canadian Explosives Limited.

A Stamp of Approval!

High-Grade Products and Other Services

Advertised in the

OTTAWA JOURNAL Exclusively

Automobiles
Batteries
Tires and Accessories
Building Materials
Paints and Varnishes
Silks
Self-Sharpening Pencils
Household Requisites
Women's Dress Patterns
Roofing
Silverware
Furniture
Brushes
Underwear and Hosiery
Chocolate
Corsets
Clothing
Floor Covering
Toilet Specialities
Refrigerators
Camp Outfitters
Motor Busses
Mattresses and Springs

INSURANCE, FINANCE, BANKS and a large number of high-class SCHOOLS and COLLEGES.

National Advertising patronage is the publicity "Straw which shows the way the wind blows".

In the Capital of Canada the overwhelming preference shown THE OTTAWA JOURNAL by national advertisers merely substantiates the sworn circulation figures which demonstrate it to be "the paper that goes home!"

In recent months no less than fifty-three firms of national and international standing used THE OTTAWA JOURNAL EXCLUSIVELY to get within the "home circles" in Ottawa. Many of our most representative clients figure in the list printed here—remarkable evidence of THE JOURNAL'S high standing in the community.

In the local field, the preference shown THE JOURNAL is even more emphatic.

JOURNAL prestige lends an added weight to the advertising message and renders it well-nigh irresistible.

The Ottawa Journal

(Member A. B. C.)

The Morning Journal Net Paid 5,390 **The Evening Journal Net Paid 21,888** **Average Net Paid Circulation for 6 mos. ended Sept. 1921 27,278**

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg. BOSTON—Old South Bldg.

SCHOOL TO INCREASE PRINTING EFFICIENCY

Members of the Toronto Typothetae active in training better class of workers to replace those who went out on strike—and are likely to stay out. Many Union contentions exploded. Much being gained by freedom from Union restrictions.

THERE may be no royal road to learning in the generally accepted sense of the term, but recent events in the printing world have revealed that education in the art of typography need not be the lengthy process hitherto insisted upon by the unions. It is the arbitrary finding of the International Typographical Union that five years is the briefest period within which an apprentice to the printing trade can become a full-fledged operative. According to the Toronto Typothetae School of Printing, 102 Adelaide Street West, the process of transforming the raw tyro into the finished workman can be accomplished in a much shorter term.

"We began operations on August 1st," said J. L. Pepper, principal of the school, to a representative of MARKETING, "and since that date we have turned out thirty-three graduates, all of whom have been placed and are making good.

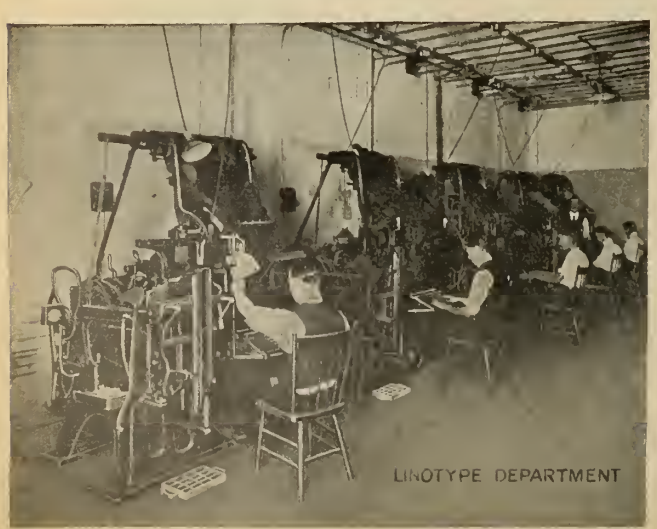
"At present we have sixteen students who are taking the full-time course, and thirty-two half-time students. Several of them are girls. Under the old system it was supposed to take five years to turn out a journeyman, but with our intensive training we turn out five graduates every six weeks on the linotype, five on the monotype keyboard in the same time, and four in the caster department every eight weeks. We do not profess to turn out experts, but our students are able to operate machines and after about three months in the printing shop they become competent operators drawing full pay. In the hand department we keep students for a month and give them the rudiments. Under competent journeymen in the plant these are found to be quite useful. Our methods of intensive training are being followed in many of the big shops and one inevitable result of the experiment will be the death of the old-fashioned apprenticeship. It is now possible for any person of between the ages of eighteen and twenty-one to learn the printing profession just as they can learn stenography or accounting at the innumerable commercial schools. It is, of course, necessary that all typographical students should possess a good educational groundwork, and the standard we set is a two-years' High School course.

NOT A COMMERCIAL PROPOSITION

Mr. Pepper explained that the school was not a commercial proposition. It aims at giving instruction at cost. Employing printers have subscribed the capital investment for the initial expenses and stand as guarantors against loss. He frankly conceded that the object of the promoters was to meet a crisis in the printing trade and to adjust conditions that threaten its stability and progress.

"We believe that the school will remedy a number of abuses that exist in the industry today," explained Mr. Pepper; "such as the premium on inefficiency, the deliberate slacking and limitation of output, and the refusal of real teaching to apprentices, who are left to pick up their trade as they best can. Our course of instruction is comprehensive and cannot fail to save the student several years' slow labor such as the old system would consign him to. We teach four distinct lines of work, namely, hand composition, make-up, stone work (imposition) and proof reading, linotype operating, including the mechanism of both the linotype and intertype machines and practical typesetting; monotype keyboard, and monotype caster. Students may enter at any time and may register for "full" or "half-time." The fees are low—$10 a week for hand composition, $12.50 for linotype, $12.50 for monotype keyboard and $15.00 for monotype caster, full time in each case."

The majority of the students at present attending the school have been sent in by the master printers who are members of the Toronto Typothetae and who pay the fees. The school is open to receive all students who are willing to pay their own tuition, and this class of learners is increasing right along. The school is well-equipped with one intertype, four linotypes, five monotype keyboards and four casting machines. In addition to the principal, there are three competent instructors.



Learning the Linotype

In the Monotype Department

Opportunity is knocking

BUSINESS IS IMPROVING. Any buyers' strike which existed, is over. There is an increased demand for most lines of products in sight or "just around the corner." The time has arrived to cash in on the preparations you have made for better times.

Manufacturers who have not heretofore utilized the full power of advertising, now have a splendid opportunity. The immediate future holds forth a definite promise of increased business and greater prosperity for all who do their part.

We will welcome *our* opportunity to demonstrate the value of our services in connection with any advertising plans which you are now considering, or to explain how advertising will help you to improve your opportunity.

THE H·K·McCANN COMPANY LIMITED
A Complete Advertising Service
14 King Street East – TORONTO

TRUTH WELL TOLD

EDITORIAL COMMENT

Using The Other Fellow's Ideas

BETWEEN buggies and men's collars there is no apparent analogy. Yet the head of a large vehicle works discovered in the cutting-room of a collar factory an idea which saved his firm thousands of dollars when applied to the shaping of their leather trimmings.

His cutters, working on narrow tables, were in the habit of "sizing up" each hide as they unrolled it. Their patterns were applied to a section of it and the pieces needed sliced out. Five minutes' study of the method of cutting led the leather man to substitute tables in his factory that were wide enough and long enough to accommodate a full hide. On this each cutter was taught to shift his patterns about until every possible inch of leather was utilized before a knife was put to it. The time required to cut up a hide was doubled and new cutters had to be employed; but more than half the saving of ten thousand dollars in costly raw material remained to be added to the net profits of the company.

This happened because a manager with an open mind recognized in an alien industry an operation fundamentally identical with one of his own processes and forthwith readjusted his methods.

Business men are too apt to claim that their particular business is "different." Few learn to profit by the ideas which come to them from other businesses through the medium of business books, business journals and the lecture platform.

Only the other night Charles Henry MacIntosh told an audience of Toronto business men of two remarks made to him at the conclusion of one of his lectures in the United States. Mr. MacIntosh demonstrated the first principles of merchandizing in a most entertaining manner my taking a product and tracing the various steps in the process of putting it through the factory and getting it finally into the hands of the consumer.

On the occasion in question he had chosen tooth brushes as the product around which to build his remarks and having traced the various steps of manufacturing and distribution, he finally got the tooth-brush into the dealer's show case. At this point he paused to emphasize—as he always does—the value to the manufacturer of real co-operation among retail clerks.

"Supposing," he said, "that you could get the retail clerk, when he is selling a customer a toothbrush, to remark that the new brush will probably feel a great deal stiffer when he first uses it than the one he has been using right along. Suppose that he tells the customer that this is natural because the constant use of hot water and paste and energetic brushing cause the bristles to lose their original stiffness within a week or two. Suppose that he adds the information that a soggy brush does not get between the teeth, which is the only spot that really needs to be cleaned. The suggestion will probably get the customer thinking that he needs a new toothbrush once a month instead of twice a year."

This is what Mr. MacIntosh calls "Creative Selling," and he emphasized it over and over again in the many lectures he has delivered to various advertising clubs since he was elected president of the A.A.C. of W.

At the close of one of his talks in an American city recently, one man approached, shook hands, and said how much he had enjoyed the lecture. "Unfortunately," the man added, "I am afraid I shall not be able to make use of any of the ideas you gave us tonight. You see, I sell washing machines."

A little later another merchant came up, and taking Mr. MacIntosh aside, told him that he had profited a good deal by putting this identical idea into practice in the selling of men's garters. Previously, when a customer had come into his store to buy socks, nothing was ever said about garters. Now his clerks are instructed to suggest to the customer that garters are merely a continuation of the sock, that they require changing almost as frequently as socks or underwear, and thus a habit of buying garters every two or three weeks is inculcated.

Examples could be multiplied indefinitely of the ideas which can be taken over from some totally unrelated business and successfully adapted by another.

Business has too long been hampered by tradition. The men who are seeking new ideas and a fresh point of view are succeeding, while those who remain immured in routine and precedent are slowly going to the wall.

* * *

A lot of men boast of years of experience. Too many of them have merely had practice. There is a big difference. Practice consists in doing the same thing over and over again. Experience means that you have observed results and applied your accumulated knowledge to improve successive performances.

* * *

Much of the present trouble with business can be attributed to the mistaken notion that man is the pampered darling of Nature. He is not. Every creature on this earth *earns* its living. Work has too long been regarded as a degradation. It has been so distasteful to past generations that a fable arose, in the earliest times, which explained the necessity of working as being a penalty for sin.

This ancient error, that work is bitter and that the release from it is something to be passionately hoped for, has poisoned the minds of many generations. The logical and ultimate outcome of it is Bolshevism. A lesser result or by-product of it shows itself in the present attitude of many business men who expect a big volume of business without working for it.

During the past few years they were able to loaf about—much as Adam did in his ancient garden—but now that they find it necessary to work to make sales there is a certain bitterness in their outlook.

"Something for nothing"—"Prosperity without Work"—these are today's cries. And they may be characterized, as a French writer puts it, as "the pursuit of the impossible through the useless."

* * *

During the last few years the phrase "We should worry" has become the catchword of business, as well as of the street. It has bred the false idea that successful business can be built without worrying. It cannot. The prizes of commerce go to the men who tackle problems in real earnest and stay with them until they are solved. Willingness to worry is the hall-mark of the biggest executives.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

An Assignment Book For Salesmen

The ex-city editor had become a sales manager. Just how he effected the change from the city desk to the management of a crew of salesmen, instead of reporters, is immaterial. Although he left the newspaper behind, he brought along some newspaper practises, among which was the habit of keeping an assignment book for his men.

When the salesmen reported for work they found a list of calls to be made in the assignment book (a daily journal), with the names of the men who were to do the work, opposite. In this way, by going back a week or so, the sales manager could keep a check on the work being done and bring the names up again for another call whenever he saw fit. At the end of the day each salesman reported to the sales manager's stenographer the result of his call. A brief note of this was typed and pasted in under the prospect's name on the book ,the names being left several lines apart to allow the insertion of this information. As the staff of men engaged did not exceed a dozen, the work of keeping the assignment book up to date never became burdensome, and was admitted by all to be a mine of information on prospects.

Change Of Container Alienated Customers

As a rule, when sales slump, the advertising is blamed. This was the case not long ago with a coffee manufacturer. His product had held an unchallenged position for over five years. Suddenly his sales began to sag. The advertising was criticized. A change was made, but things got worse. Finally a dealer investigation furnished the real solution. The container had been changed. Owing to a sudden shortage of tin it had been found necessary to substitute a very stiff cardboard. In every other respect—size, label, everything—it was just the same. Unless you thumped the package the difference could not have been detected. But the consumer found it out soon enough, and took it as an indication that the product itself was being cheapened. Many of them would not believe that it was being put out by the same firm, and no other way of reconciling lost trade could be found except to start putting the coffee up again in cans.

Making The Trade Mark A Grade Mark

The marketing of sixty products in six groups of roughly ten products each, all produced by one manufacturer, is scarcely a simple matter. Group advertising, for instance, works out to greater advantage in many cases for manufacturers handling from three to ten products. But group advertising for sixty products is another matter. If the attempt were made to feature one product in each advertisement it would take altogether too long to get through the list.

One very large manufacturer has solved the problem in this way: An attractive label, distinctive in shape and color, has been designed for the entire line. Previously each brand had possessed its own label. Now the old designs have been abandoned, and though the brand names are retained, they appear merely in type in the body of the new label. The groups are advertised separately, but the label marks them distinctively as the products of one house, and it becomes a grade mark, guaranteeing the consumer a high-grade product within any package on which it appears.

The One-Cent Postcard Coming Back Into Favor

An ingenious sales promotion man has figured out that concerns who use the one cent letter a great deal can save thousands of dollars every year on paper stock by condensing their message, wherever possible to space large enough to fit a one-cent postcard. In this way the Government supplies the paper. Of course, there are many objections to using the postcard indiscriminately for sales work. On the other hand, if the postcard is rightly handled and processed in a more or less personal fashion, it embodies a certain intimate, friendly touch that helps put its point across with decided effectiveness.

One of the largest list and direct mail companies in the world does quite a bit of business through propaganda sent out on one cent postals. The method is still novel enough to be effective when handled with discretion.

"Dope For The New Man

A manufacturer with a very extensive sales force, found that although most of his men stayed with him for long periods, there was always a certain shifting of men in his selling organization. The new man joining the sales force had first to become familiar with the line, selling methods and territory before his returns could equal those of other men.

To overcome this the manufacturer printed a small booklet containing general information which a new man would want to know, including: a history of the business; a history of the sales policy for several years back; a standard presentation of the firm's proposition; a synopsis of this presentation arranged by topics and in chart form for easy reference; how the firm executes an order after the salesman receives it; a list of all important customers of the firm, with data concerning them; a brief history of the important men of the company; the aims and hopes of the organization; a list of common objections and standard answers.

After using this manual for six months it was found that the returns of new salesmen rose to the level of those of other salesmen inside of half the time formerly required.

Adequate Market Survey Provides Advertiser With Ammunition

The extent to which some manufacturers carry market analysis is indicated by the account of a survey recently made by a large electric lamp concern. Trained investigators for this firm visited 446 factories in 57 towns. Over 60 per cent. of the plants investigated were dissatisfied with their present lighting systems. The work of the investigators, however, was not to tell factory managers how they could improve their system; it was simply to gather data for a very complete and effective direct-mail campaign, backed by general advertising and a thorough tie-up with agents throughout the territory.

It was shown that an increase of 35 per cent. in one factory's output had been achieved at an added cost for lighting equal to only 5 per cent. of the payroll. Many other instances of this kind were cited in the mailed matter and advertising, and, armed with "Light Meters," which measure the amount of light falling on any given surface, together with charts showing the amount of light required for the efficient performance of certain lines of work, the territorial agents of the company went out to "cash in" on the advertising. Needless to say, with such an efficiently-planned effort behind them they "cashed" a great deal.

Plotting The Dealer's Sales

A sales executive has installed a scheme for plotting the dealer's sales of his product. In the sales department are filed cards of larger size than is usually used for listing information about dealers. These carry the usual notes on his credit standing, size of his store, location, the salesman's opinion of him, and as well have a small chart on them on which is plotted, quarterly, the volume of goods bought by the dealer whose name the card bears. Every three months a girl totals the sales and plots them on the chart on the back of the card. The line shows the variations in the sales to the dealer. If at the end of three months the amount of business done with the dealer has dropped $250, the line will swoop downwards. The sales executive points out that a difference of $250 in the business done with the dealer might not make much impression on the average girl subordinate when totalling sales in the ordinary method, but when she sees the black line take a sudden drop of several points she will realize more readily the full significance of the lost business, and so be less likely to neglect to bring it to the attention of the sales department.

When a card shows a drop in the black line it is passed to the sales manager, and the sales department finds out why the dealer's orders are falling off.

FINDING THE PIVOTAL SALES ARGUMENT

Developing an interesting line of selling talk or advertising copy not easy. Nevertheless it is necessary. Try to evolve "something different." It has been done—scores of times

Written for MARKETING by WILLIAM G. COLGATE

WEBSTER in his famous and well-thumbed book of definitions explains a pivot as a short shaft or pin on which something turns or oscillates; or figuratively as a cardinal or central point. That seems clear enough. Very well, then, what would be a pivotal copy argument in an advertising campaign? The central argument on which the whole copy appeal would swing, you answer. Of course! Now let's see just how it works out.

Immagine the copy man having been asked to write a series of advertisements for Ivory Soap for the very first time. It's soap; that's all he knows about it. It will remove dirt. Certainly, but any soap will do that. What then? It comes in a square shape. Nothing unusual about that. Neither of those two points are strong enough to overcome the buyer's reluctance to try a new article. Rather nonplussed, the copy man takes the ordinary-enough looking bar home to his wife, if he has a wife, or to his home if he has not. He wants to subject this soap to the test of everyday use. If there are any latent advantages about that soap, usage is most likely to develop them. He turns on the tap, fills the bowl and gets ready for a good "sluicing" before supper. In goes the soap with a splash. Ah, it floats! There's the first copy idea. Its lather is free and copious and is easily rinsed off. Important but minor points. Then this cake of Ivory Soap finds itself successively in the dishpan, in the scrubbing pail and in the laundry tubs. From these it emerges diminished in size but increased in reputation. Still, beyond the fact that it floats, nothing new or exceptional has been discovered. "It floats .... it floats ...." muses the copy man; but while that is a distinct advantage for the bath, it is not equally desirable in all uses. Surely it must possess other talking points. But what? What makes it so white? How did it get its name Ivory? Clearly there is one person who should know, and that is the man who made the first cake—the chemist. So it is he that the copy man straightway consults.

"You wonder why it is so mild and soft and yet removes dirt so easily? Well, that's not hard to answer," replies the chemist to the copyman's query. "Ivory Soap is not only pure as purity goes, but it is ninety-nine and ninety-nine-hundreths per cent. pure. You can say, in fact, that it is absolutely pure."

But the copyman, wise in his own wisdom, which is a knowledge of humanity, says nothing of the kind. He is specific as the soap buyer wants him to be. So he says, "Ivory Soap is 99 99-100% pure" and thus gets his second pivotal copy idea.

Now I don't pretend to say that in the finding of the pivotal copy arguments the same process must always take place. I don't even mean to say that the copyman who composed the first batch of copy for Proctor & Gamble followed the line of reasoning which for the purpose of illustration I have laid down. But I do believe that in the work of analysing the composition and use of any commodity for advertising some such practice as I have suggested will have to be followed if the copy which is evolved from it is to be definitely successful. And by successful I mean influence a sufficient volume of sales to make it pay.

Pivotal copy arguments which in the course of time have become household words, will be readily called to mind by almost everyone. "His Master's Voice" for one. And what phrase could better describe the lifelike naturalness of Victor reproduction? As the winner of the first prize in an advertising competition once conducted by the *Booklovers Magazine* said, "It is in my opinion the best advertisement (The Victrola) because it would have to be a mighty good instrument to fool a dog." Say "Ask the man who owns one," and the crowd at once answers Packard. The testimonial in revised form. It betrays, moreover, a keen insight into the human mind. Few men are going to speak ill of a purchase they have made. It seems too much like an unfair reflection on their own judgment. So the man who owns one, whether it's a motor car or something else, is by force of circumstances, a booster not a knocker.

With "Not the Name of a Thing but the Mark of a Service," Mazda Lamps were at once lifted from the common ruck of household utilities to something having a far richer and finer significance. Their value was enhanced in the eyes of the purchaser; their was a definite pride in their possession. A tiny, fluffy chick, newly hatched, with the legend, "Hasn't Scratched Yet," completes a specific and forceful argument in favor of Bon Ami cleanser. The Iver Johnston Company may advertise and advertise, but it is extremely unlikely that it will ever succeed in convincing the public more than it has done with its "Hammer the Hammer." Terse and graphic, it sums up safety in a sentence. And a three-word sentence at that. Could convenience and comfort be more completely epitomized than in the "They Lace in Front" of Gossard Corsets? True, these are slogans. But there's no law against sloganizing pivotal copy arguments. In fact, they may be all the better for it. Here is where the advertiser or the copyman will have to use his own judgment.

But don't let any one run away with the idea that because pivotal copy arguments sound simple and obvious that they are therefore easy to evolve. Nothing could be further from the truth. Often they come as pure inspiration; always they are the result of hard work. A manufacturer of a certain widely advertised food product only found the pivotal copy arguments after weeks of brain-sweating concentration, and then quite casually in the course of conversation with his advertising agent. Such are the frivolities of fate.

To get the real pivotal features of any article it is essential of course that one should study it closely, not only by itself but in relation to the use or uses for which it was designed. What are its advantages in operation? How is it made? What will it do? Take the customer's attitude toward it and ask "Wherein is it better than similar articles now on the market?" Or if it stands alone

NO OTHER Canadian magazines offer such unlimited possibilities as EVERYWOMAN'S WORLD and LA CANADIENNE.

EVERYWOMAN'S WORLD is read by English-speaking women in more than 100,000 of the better class homes, by far the largest circulation of any magazine published in Canada.

LA CANADIENNE is read in more than 25,000 French-speaking homes. It appeals to the highest type of French-speaking people. There is no competition in its field.

Women buy 90 per cent. of the food, 80 per cent. of the household requirements, and 95 per cent. of their own and children's wearing apparel.

If you have goods to sell for household use, or for the personal use of any member of the household, your strategic point of appeal is to the "woman of the house." She is either the buyer, or the mightiest influence in the buying of your goods.

And your most economical and surest way of reaching her—no matter where she lives in Canada—is through EVERYWOMAN'S WORLD and LA CANADIENNE.

The

St. Thomas TIMES-JOURNAL

is the

Home Newspaper

of the City and the people of the surrounding shopping area.

Being the only daily in the city or district, it is also the only daily taken by over 90% of the people.

The Times-Journal

gives an intensive advertising service and is the only means of reaching the large majority of the purchasing public of St. Thomas and Elgin County.

The Times-Journal of St. Thomas, Limited

Daily Net Circulation over 9,100

without competition. "What is there about it that should induce me to buy it?" There are plain everyday articles that seem to have no outstanding advantages, and here the problem becomes intensified. Nothing could be commoner than bread, for example. And yet the copyman who christened his loaf "Nut-Crust," in street parlance "said a mouthful." Shaving soap is plentiful and plebian enough for anyone. Still there's Jim Henry. Ink? What's new about ink? "Underwood's Inks Last as Long as the Paper." And so it goes, the pivotal copy argument is there if the copyman or whoever is responsible for the advertising will only take the time, pains and patience to dig it up. It was Dr. Conwell who told his audience that they had diamonds in their back yard, meaning that there were opportunities all about them for success if they would only see. Stepping from fact to fiction, we recall that it was Sherlock Holmes who remarked to Watson on a certain memorable occasion that the trouble with most persons was that they could see but not observe. And then he proved his point by asking Watson how many steps there were in the stairway of their Baker-street lodgings. There are many Watsons in advertising. What copy needs is the analytical mind of Holmes.

* * *

A new account using newspapers this fall is Empire Wall Papers Limited, 334 Yonge Street, Toronto. Instructions were recently sent out by A. McKim Ltd., Toronto.

* * *

Copy for The Dods Knitting Co. Ltd., heralded in a recent issue of MARKETING, commenced last week. The James Fisher Co., Ltd., has the account. The new trade mark of this Orangeville firm is featured.

* * *

Instructions for the regular fall campaign for Pond's Extract have recently been placed by J. Walter Thompson Co., New York. Several papers carried page copy last week.

* * *

The Austin Machinery Corporation, Chicago, manufacturers of earth-moving and concrete-mixing machinery, have just announced the incorporation of a subsidiary company to be known as Canadian Austin Machinery Ltd., with headquarters at Woodstock, Ont.

* * *

The firm of Cooke & Boulton, manufacturers of C. & B. Floor Wax, has been dissolved. Mr. Cooke now heads the George Cooke Company, which has taken over the old business, while Mr. Boulton has entered business for himself as the Boulton Paint Company. Car cards advertising Boulton's Floor Wax have recently appeared.

Why not take advantage of Victoria B.C.'s wealthy and responsive market

by advertising in the

Victoria Daily Times

EVENING

"The Home Paper"

This publication is noted for its high standing and influence.

Our Service Department will cheerfully furnish you with any information you you may desire.

Member A.B.C.

Canadian Representatives—
E. J. Guy, Royal Bank Bldg., Toronto, Ont.
Frank Calder, 22 St. John St., Montreal.

United States Representatives—
Henry de Clerque, inc., 5 S Wabash Ave. Chicago, Ill.
Henry de Clerque (H. Klebahn) 17 West 42nd St., New York.
W. R. Baranger Co., Post-Intelligencer Bldg., Seattle, Wash.
W. R. Baranger Co., Examiner Bldg., San Francisco, Cal.
W. R. Baranger Co., 802 Title Insurance Bldg. Los Angeles, Cal.

The Nation-Wide Appeal

Its Effect On The Individual

THOUGH you use *local* media in every city, town and village in Canada, you would not necessarily get the effect of *national* advertising.

The people in any one centre would not be aware that your advertising was being displayed in *all the other centres.* And this aspect of *national* advertising is of the utmost importance—the impression that your goods are on sale *everywhere.*

It is precisely this idea of *national consumption* which builds *national prestige* for your product.

Convince the consumer that your product is *nationally distributed* and you convince him that it is a quality product, manufactured by a large organization with a reputation to maintain throughout the Dominion. Your product is assumed to be above the average or you wouldn't attempt to compete with local industries.

The impression that your product is sold everywhere is best achieved by advertising in magazines that are themselves known to be *sold everywhere.*

The consumer in Halifax knows that the consumer in Vancouver is getting the same magazine and reading your advertisement in it. Hence he reasons that you are competing with the best obtainable anywhere—an impression that is not gained by local advertising.

The media giving you the prestige of *national popularity* are the magazines listed below.

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

Woman's Century
TORONTO

World Wide
MONTREAL

(All Members A.B.C.)

BUILD *National* PRESTIGE WITH MAGAZINES

All these Magazines are members of the Canadian National Newspapers and Periodicals Association, 70 Lombard Street, Toronto. Data gladly furnished.

WEALTH

In The Great Central Dairy Belt

During 1919, 89,576,661 lbs. of cheese were produced in the seventeen Counties of Eastern Ontario, valued at

$24,174,157.00

This represents 87% of the total cheese production of the Province of Ontario!

The OTTAWA FARM JOURNAL

has 9,000 greater circulation in this concentrated territory than any other Canadian farm paper.

These prosperous and progressive dairy farmers respond readily to the advertising message in their favorite and, in many cases, their only farm paper.

They cannot be reached so effectively in any other way as through the medium of THE OTTAWA FARM JOURNAL.

Create maximum impression when the farmer has the leisure to read and make a decision.

Make generous provision in your Fall and Winter schedules for

The Ottawa Farm Journal

OTTAWA **(Member A.B.C.)** **CANADA**

Average Net Paid Circulation For Six Months Ended June 1921 : **24,577**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES

Chas. H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

Agency Relations Discussed By Technical Publishers

At a meeting of the Technical Publicity Association in New York, October 13th, agency relations and commissions were discussed at considerable length. E. I. La Beaume, advertising manager of the Hercules Powder Company, is quoted by *Editor and Publisher* as speaking against the present system of agency compensation, stating that "the agents, serving the advertisers, could not ethically accept a commission from publishers." He added that "the contract imposed on the agents by some magazine publishers, determining the minimum remuneration the advertiser shall pay the agent is uneconomic and unethical and so long as it constitutes in any degree whatsoever, the basis for recognition of the agent, it operates to the injury of the advertiser and places the agent in a position where he has to serve two masters."

✣ ✣ ✣

A. D. Rettinger has been appointed sales manager of the Palmolive Company of Canada Ltd., Toronto. Mr. Rettinger has been with the head office in Milwaukee for some years.

✣ ✣ ✣

A new match factory for Canada is to be located at Pembroke, Ont. British and United States interests, including Bryant & May Ltd., of Great Britain, are said to be behind the new organization.

✣ ✣ ✣

Canada's trade in September declined ninety-two million dollars from the corresponding total for September of last year.

✣ ✣ ✣

A two-million-dollar tire company is shortly to establish a plant at Peterborough, Ontario, to manufacture Red Arrow Tires. J. J. Turner, of Turner & Sons, Peterborough, heads the new company.

✣ ✣ ✣

Ace Chain Limited, Hamilton, manufacturers of non-skid tire chains, have recently placed their advertising account in the hands of the Hamilton Advertisers' Agency.

✣ ✣ ✣

The London Advertiser announces the appointment of Arthur R. Kennedy as editor in chief, Campbell Bradshaw as news editor, and Isabel P. Armstrong as Women's editor.

✣ ✣ ✣

A farm paper campaign for Maple Leaf Stock Tonic Mills, of Kitchener, Ont., is being prepared by the Hamilton Advertisers' Agency.

✣ ✣ ✣

W. F. Bullock, New York representative of the Northcliffe interests, who was recently appointed to the board of directors of the London *Daily Mail* by his chief, Lord Northcliffe, has returned to New York after a visit in Canada. His son, D. S. Bullock, is a member of the staff of the Vancouver, B.C., *Sun*.

✣ ✣ ✣

H. H. Nash, formerly advertising manager for Appliances Ltd., the Toronto sales organization for Bluebird washing machines, is now with the advertising staff of the London *Free Press*.

✣ ✣ ✣

The Duplex Manufacturing Company, makers of a patent hair cutter, have removed from Barrie to Windsor, Ont.

Succulent, Tempting Fruit From British Columbia

"The California of Canada"

You've tasted the glorious apples, apricots, and the wonderful peaches that come from the sunny valleys of British Columbia.

But fruit-farming is only a portion of the agricultural activities of our rural population.

The Department of Agriculture records some of the values for the 1921 Season as follows :

Hay Crop . .	**$20,000,000**	**Poultry . . .**	**$6,850,920**
Grain	**$7,000,000**	**Garden Truck .**	**$12,091,600**
Dairy Produce	**$15,085,820**	**Livestock . .**	**$12,061,500**

Value of Farm Property, including stock and implements, $450,761,900

and the only A.B.C. Farm Paper that serves this great, wealthy territory is

Farm and Home

Subscription $2.00 a year—no clubbing offers—no bulk subscriptions. Average distribution of **23,996** built up in three years amongst agriculturalists in every community because it is the only paper free from political influence that discusses their problems, from the wealthy rancher to the acre worker.

Cover all rural British Columbia without waste and duplication

***Only one medium can give this service*: FARM & HOME**

REPRESENTATIVES CAN SHOW YOU

TORONTO—F. W. Thompson. 100 King Street, W.

MONTREAL—Frank Calder, 22 St. John Street

NEW YORK—Gilman Nicoll & Ruthman, World Building

CHICAGO—C. W. Wallis, 1243 First National Bank Building

137 Pender Street West, Vancouver, B.C.

No Premiums
No Subscription Canvassers

are used to increase the circulation of *The Farmers' Sun.* Why? Just simply because they are unnecessary. The circulation of the Sun has increased over 35,000 in two and a half years and it is still increasing ; over 5000 new subscribers were added to our lists in the past three weeks. All these subscriptions came into the office voluntarily, and were paid in advance.

READER-OWNERSHIP

THE SUN is owned by its readers ; this creates a reader interest, or ownership, which explains why our advertisers get such good results.

Our readers are interested in the profits and losses of their own company, and naturally they look in their own paper for any of their wants.

Compare our circulation and rates with the other Ontario farm papers. See our A.B.C. report as to method of securing circulation.

45,000
Guaranteed Circulation

Phone, or write us, and reserve space in our Convention issue, which will have a circulation of *60,000.*

THE

Farmers' Sun

299 Queen Street West
Toronto, Canada.

Member A.B.C.

D.M.A.A. Convention

Born in Toronto in 1914, the Direct Mail Advertising Association has grown to the point where its annual convention ranks as one of the biggest business gatherings on the continent. The 1921 convention was held in Springfield, Mass., Oct. 25, 26 and 27.

The exhibition occupied over 10,000 sq. feet of floor space, and included many examples of successful direct advertising, also equipment for producing same.

Among the outstanding features of the programme were the following addresses:

Tuesday, Oct. 25:—Personal requirements for preparing efficient direct mail advertising:—Ralph Starr Butler, Advertising Manager, United States Rubber Co., New York.

Advertising courses to store clerks:—Charles Henry Mackintosh, President, Associated Advertising Clubs of the World.

Direct By Mail Campaign Made to Order for This Convention:—George C. Frolich, United Drug Company, Boston, Mass.

Where Direct Mail Fits in Department Store Advertising:—Charles Koethen, Manager, Direct Advertising, J. L. Hudson Co., Detroit.

Getting Dealer Distributors by Direct Mail Advertising. How the USL Battery Company Put Over a Successful Campaign in 1921:—W. E. Brewster, Advertising Manager, U.S. Light and Heat Corpn., Niagara Falls, N.Y. Discussion led by M. J. Healy, Montreal.

Experiences I have had in various campaigns:—Thos. H. Beck, Vice President, P. F. Collier & Son Company, New York. Discussion led by E. H. Lawson, Might Directories Co., Toronto.

Editing the House Organ for Customers and Prospects:—Miss Margaret Wade, Editor, *McClary's Wireless*, McClary Mfg. Company, London.

Keeping the firm sold on the value of the House Organ:—Robert E. Ramsay, Advertising Director, American Writing Paper Co., Holyoke, Mass.

Wednesday, Oct. 26:—Editing the Successful Sales House Organ:—Clara Woolworth, Editor, *Edison Sales Builder*, Edison Lamp Works, Harrison, N.J. Discussion led by P. W. Ashcroft, Ames, Holden & McCready, Montreal.

The Newspaper vs. the Magazine Type of Employes' Publication:—C. F. Olin, Advertising Manager, New Departure Mfg. Co., Bristol, Conn.

Editing the Effective Employes' Magazines in Slack Times:—Elizabeth C. Northrup, Waltham Watch Company, Waltham, Mass.

The Salesmen's or Agents' House Organ which Helps the Salesman or Agent:—J. W. Longneck, advertising manager, Hartford Fire Insurance Co., Hartford, Conn.

The Clever Copy House Organ:—Maxwell I. Pitkin, editor, "Better Way," *Cosmopolitan Magazine*, New York.

Better Letters, Their Importance in Direct Mail Advertising:—Louis Balsam, executive secretary, Direct Mail Advertising Assn. Discussion led by Clifford Elvins, advertising manager, Imperial Life Insurance Co., Toronto.

The Follow-Up:—John C. Sweeney, direct mail sales manager, International Correspondence School, Scranton, Pa. Discussion led by F. W. Hunt, advertising manager, Massey-Harris Co., Toronto.

Beating Sales in 1921 and How We Used Direct Mail Advertising Effectively:—Charles R. Wiers, vice-president and sales manager, De Long Hook and Eye Co., Philadelphia, Pa.

Do We Want One Cent Letter Postage for First Class Mail in the United States?:—Charles William Burrows, Burrows Bros., Cleveland, O.

The Merchandising Principles of Mail Order Selling:—John L. Rogers, president, Rogers & Walker, Inc., New York.

Sales Inventory. Finding the Possible Buyer:—Norman I. Taylor, Frederick Stearns Co., Detroit.

Cultivating Small Town Trade by Means of Direct Mail Advertising:—E. L. Triffit, advertising manager, Rex Manufacturing Co., Connersville, Ind. Discussion led by W. A. Hersey, Robert H. Ingersoll & Bro., New York.

Selling by Mail:—Thomas H. Beck, vice-president, F. P. Collier & Son. Company, New York.

Savings in Printing Direct Advertising through Standardization:—J. C. McQuiston, Westinghouse Department of Publicity, Pittsburgh.

Color and Its Importance in Direct Mail Advertising:—Mrs. Hazel Adler, Cleveland School of Advertising.

Mechanics of Direct Mail Advertising: J. Linton Engle, president, United Typothetae of America, Philadelphia.

Photo Engraving. Its relation to direct advertising:—C. A. Stinson, president, Gatchel & Manning, Inc., Philadelphia.

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The Asscociated Business Papers Inc., now has a membership of 122 according to M. C. Robbins, president, who addressed the annual convention of the organization in Chicago on October 24th.

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The October A. B. C. Bulletin lists the following new Canadian members: Canadian Advertising Agency Ltd., Montreal; *Canadian Messenger*, Montreal; *La Canadienne*, Montreal; *The Sailor*, Montreal.

✣ ✣ ✣

Handsome new advertising for Studebaker cars has been put out by Frank Seaman Inc., New York. Topical copy announcing October 17 to 22 as Studebaker Closed Car Week ran to five columns.

✣ ✣ ✣

Construction awards throughout Canada for September showed a large falling off from the total for the previous months' standing at $19,565,700 compared with $36,820,100 for September, 1920, according to a report prepared by MacLean Building Reports, Limited.

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W. Kempton has been appointed advertising manager for Financial Underwriters Ltd., 88 Bay Street, Toronto. This company is placing advertising direct for Nukol.

✣ ✣ ✣

New copy for the Pratt Food Co. of Canada Ltd., has just made its appearance, placed by Consolidated Service, Toronto. Some dailies are being used.

✣ ✣ ✣

Small space is being devoted to Admiral Underwear for men by Mercury Mills Ltd., Hamilton. The account is handled by McConnell & Fergusson.

✣ ✣ ✣

John H. Cleary, advertising manager for the Cadillac Motor Car Co., has resigned to take charge of advertising for the reorganized Peerless Motor Car Company.

The Mark Of A Great Achievement

The Bell Memorial in the heart of Brantford is inanimate—yet it will always symbolize to her citizens the spirit of great enterprise, a spirit that has lived and grown with and into all the industries that make Brantford the most promising manufacturing city of Ontario.

The Brantford Expositor

was a strong and distinctive newspaper when Alexander Graham Bell cradled his marvelous brain-child upon the friendly hearth of this young Canadian community.

We are proud to bear the banner of the press in a town worthy of Bell's invention, worthy to be called a "mother city" of fine crafts and craftsmen, producing its share of the world's best products and responsive to the call of trade from sister cities.

To be a newspaper that measures up to this community, and serves with the best effort it can muster, is our ambition. We are believers in the trinity of interest that cooperation builds among the advertiser, the newspaper and the community.

Ask any Canadian Agency about our fitness for real advertising service.

The Story Goes Something Like This---

An Irishman who had heard a great deal about the comfort of feather beds decided that he would give them a trial. So he bought a feather bed and slept on it that night. Of course, his condemnation of feather beds was severe.. Not for him—he had tried it and found it wholly lacking in the comfortable qualities his advisers had told him about.

--And Some Advertisers Are Like the Irishman

They hear a lot about the value of advertising—how it increases sales, builds big institutions, makes million dollar corporations, etc. They decide to try it. They put an ad in some paper, any old paper is too often often chosen, and then sit back and wait for things to start. They still may be waiting!

But---

The greatest advertising successes of the present day are those firms who first of all chose the proper mediums to make sure their message was read by the right men and then started in to keep that message before their prospective buyers continuously.

Let us tell you about the advertisers who have been using some of our papers for years and are still keeping it up.

Hugh C. MacLean Publications

Publishers of the following Business and Technical Papers

Canada Lumberman—Contract Record aud Engineering Review—Electrical News Footwear in Canada—Canadian Woodworker and Furniture Manufacturer—The Commercial—Western Canada Contractor and Builder—Western Canada Coal Review—Western Lumbermau

347 Adelaide Street West, Toronto

VANCOUVER—WINNIPEG—MONTREAL
Chicago—New York—Boston—London, Eng.

Typothetae Convention

Over 1,250 delegates attended the 35th annual convention of the United Typothetae of America held at Toronto, October 17 to 21. An exhaustive program covered every phase of the printing art, and kept the visitors busy during the entire period.

Curiosity that had been aroused as to the attitude the Convention would assume with reference to the 44-hour question was allayed when the stand taken at two previous Conventions was reiterated. The resolution reaffirming opposition to any reduction of the working week was as follows:

"Whereas there still continue to be misrepresentations of the position of the United Typothetae of America upon the question of granting the 44-hour week, now therefore be it resolved that the 35th annual convention of the United Typothetae of America in convention assembled, restate unequivocally its disapproval of any reduction of hours, and recommends to its members that they resist any attempt to enforce such reduction except where such reduction has already been agreed to by contract."

In order to obviate the possibility of misunderstanding of this position in the future, another clause was added directing that "the following clause be inserted in any agreement pertaining to hours, wages or shop rules and working conditions that may be entered into with any organization by any division, sub-division, branch local asscociation or individual member of the U. T. A.

"This agreement in nowise binds the U. T. A., of which we are a constituent part, and hold complete autonomy in all matters pertaining to hours, wages, shop rules and working conditions.

Another resolution adopted approved of the teaching of apprentices along the plan outlined by the U.T.A. committee on education. J. Linton Engle, of Philadelphia, and J. Clark Action, of Toronto, were elected President and First Vice-President respectively.

✣ ✣ ✣

A decided change in Baker's Cocoa copy has been made this month. Instructions for fall have recently been issued from the company's headquarters at Dorchester, Mass.

✣ ✣ ✣

The Thomas Davidson Manufacturing Co. Ltd., is using three column copy to advertise its enameled ware. Instructions were recently sent out by the Advertising Service Co. Ltd.

✣ ✣ ✣

Larger copy than usual is being used for Bovril in the last week or two. Desbarats Advertising Agency Ltd., has the account.

✣ ✣ ✣

"Eatmor" Cranberries are being widely advertised in Canada just now. The Robt. M. McMullen Co., New York, is placing the business for the American Cranberry Exchange.

✣ ✣ ✣

Fall copy for Turnbull's Underclothing has recently been sent out by F. Albany Rowlatt.

✣ ✣ ✣

A new course in Pelmanism is being advertised, the copy featuring testimonials from famous men. Norris Patterson Ltd., has the account.

It would take seven league boots to cover all advertising territory

The basic and essential facts concerning advertising mediums must be available and studied by every buyer of space as the first step in a successful advertising campaign.

But it is a tremendous task. Conditions, facts and figures change almost hourly.

Seven league boots alone could cover all the vast territory in the United States and Canada to keep abreast of the ever-changing conditions and secure the interlocking and affiliated chain of information necessary for the wise placing of advertising appropriations.

Only such an organization as the A. B. C. can gather this data and keep it always "up-to-the-minute."

The A. B. C. supplies any advertiser, any agent with these "seven league boots"—which fine-tooth-combs the little and big towns, their papers and their people.

It's not a one-man job to know all there is to know about ALL media.

ABC
TRADE MARK
REGISTERED

The "Sterling Mark" of Circulation

Whether your advertising is nation-wide or confined to your local territory you should demand (and then study) A. B. C. reports.

Audit Bureau of Circulations

202 South State Street · Chicago ·· 152 West 42nd Street · New York

3326 Stores Supply Hardware Requirements of a Nation

THE Hardware requirements of Canada from coast to coast pass through 3,326 hardware outlets. These outlets represent the retail hardware stores and the hardware sections of department or general stores throughout Canada.

The Canadian hardware merchants are well rated, efficient and desirable business men. The hardware stores of Canada are not excelled by those of any other country in the world. Window displays, interior displays, local newspaper advertising and other modern business developers are used extensively by the hardware trade throughout Canada. The buying power per capita of the Canadian people is greater than that of any other country.

Over 95% of these hardware buyers subscribe to and read HARDWARE AND METAL, a trade newspaper that has been serving the Canadian hardware trade for the past thirty-three years.

HARDWARE AND METAL gives a unique and practical editorial service, including weekly market reports from Montreal, Toronto, London, Winnipeg and Pittsburg. No other publication gives this service. No other publication covers the Canadian hardware trade like HARDWARE AND METAL. No other hardware publication in Canada has taken out membership in the Audit Bureau of Circulations. No other hardware publication in Canada is a member of the Associated Business Papers. HARDWARE AND METAL carries more advertising from leading hardware manufacturers and wholesalers than all other Canadian hardware publications combined. HARDWARE AND METAL has among its regular advertisers the foremost leaders in their respective fields. HARDWARE AND METAL is read each week by practically every worthwhile buyer of hardware in Canada. Incidentally, HARDWARE AND METAL receives $4 per year subscription price, which, we believe, is the highest subscription price paid for any hardware paper in the world.

We will gladly supply sample copies, schedules, rate cards, and names of prominent advertisers who have been using HARDWARE AND METAL for many years.

If interested in the Canadian hardware field, let us tell you more about HARDWARE AND METAL.

Member A.B.C. **HARDWARE & METAL** Member A.B.P.

Canada's National Hardware Weekly since 1888

143-153 University Avenue, Toronto, Canada

Published every Saturday since 1888. The only weekly hardware paper in Canada, and the only hardware paper in Canada that gives you a circulation statement audited by the Audit Bureau of Circulations.

Montreal Branch, Southam Bldg. **Winnipeg Branch, Confederation Life Bldg.**

Are You Getting Your Share of Business from The Province of QUEBEC?

The French-speaking population in Quebec Province represents over 25 per cent. of the population of the whole Dominion of Canada. The French-speaking dealer in Quebec is on friendly terms with his customers, and his recommendation means something. Few advertising campaigns to the consumer in the Province of Quebec can be 100 per cent. efficient unless supported by the co-operation of the French-speaking dealer. We are familiar with the business situation, and we feel that we can help any manufacturer to solve his distribution problem in the Province of Quebec, and any information that we have is yours if you want it. We invite correspondence.

Established for over 35 years **"Le Prix Courant"** 198 Notre Dame Street, East MONTREAL

The Only Trade Paper Published In French. Member A.B.C.

Shoppers' Exposition Sponsored By *Winnipeg Free Press*

The October number of the Winnipeg *Free Press Retail Merchants' Monthly* marks the entering of the second year of this live dealer publication. The front pages of the 12 numbers issued to date are reproduced in miniature in the latest copy. It also contains an account of a Shoppers' Exposition conducted from Sept. 26 to Oct. 1, visited by fifty thousand persons. The exposition and the "Parade of Progress" which was one of its features, were the outcome of *Free Press* promotion work. "Your Dollar Buys More" was the slogan adopted and the displays were calculated to impress consumers with the downward trend of prices.

* * *

Toronto Business Men Plan Community Advertising

The Yonge and Bloor Business Men's Association is planning an extensive and elaborate advertising scheme, according to President W. J. A. Carnahan, who adds: "Under existing conditions many merchants squander huge sums of money in placing advertising in certain channels which do not produce the results that are obtainable through the newspapers. We have secured the services of an expert advertising man, and I am sure shall get results through our plan."

* * *

Bowman's New Accounts

The Sydney S. Bowman Company, Montreal, has secured the following new accounts: B. Gardner & Co., manufacturers of Bengard clothes for men, and Klothklad clothes for boys; P. A. Masson Limited, investment bankers; and N. Cummings, wholesale shoe merchants, all of Montreal,

* * *

The Cyclone Fence Company of Canada, Limited, which recently secured a Dominion Charter, has selected Hamilton as the location for its Canadian factory. The Canadian Company is a branch or subsidiary of the Cyclone Fence Company of Waukegan, Ill. A short term lease has been taken of a portion of the Canadian Cartridge Company plant at Hamilton and manufacturing operations will be carried on there for the present.

* * *

A new poster has made its appearance, advertising Ivory Gloss Starch, manufactured by the St. Lawrence Starch Co., Port Credit, Ont.

* * *

Lord Northcliffe has just completed a deal involving $50,000 for 300 acres of timberlands in the Conception Bay district of Newfoundland.

* * *

McConnell & Fergusson Ltd., London, is placing fall advertising for the National Electric Heating Co. Ltd., Toronto.

* * *

Park S. Florea, who recently resigned from the secretaryship of the A.A.C. of W., after 14 years of service, has purchased the Mountain Valley Water Co., New York, and will take over the business November 1.

* * *

National Products Ltd., 7 Front Street East, Toronto, manufacturers of perfumes, etc., have placed their advertising in the hands of J. J. Gibbons' Ltd.

Exporting Explained

"Export Trade Conditions" is the title of a valuable little booklet issued by the Canadian Manufacturers' Association, and which is being circulated among those members of the Association who are interested in marketing their goods abroad. The booklet sets out some of the principles governing the development of foreign trade. They are as follows:

"(1) At the present time great care and caution should be taken in entering foreign fields. There are in Canada good facilities for obtaining credit information on foreign firms and buyers. Reliable information should be obtained before entering into any contract with a foreign field or individual.

"(2) Exporters should not be impatient of results in foreign markets. It is better to remain established in the export trade with no immediate profit than to drop out and enter at another time. A sound, permanent market is what is really required.

"(3) All contracts must be lived up to. Orders should be punctually filled to the satisfaction of the customer. In many countries Canadians are classed as Britishers and Britishers have the reputation for keeping contracts and being punctual.

"(4) The customer should be given what he wants, not what we think he should have. Shipments should always be up to sample. Courtesy in correspondence is doubly necessary.

"(5) The booklet advises sending Canadian travellers abroad, as Canadian goods can best be introduced by Canadian salesmen.

"(6) Quotations should be made c.i.f. foreign ports.

(7) Proper packing is emphasized as an important factor in retaining the good-will of customers.

"(8) Utmost economy in production costs is also emphasized.

"(9) In many countries Canada is judged by the actions of her citizens doing business there. In every export trade transaction the Canadian exporter has in his keeping not only his own reputation for integrity and fair dealing, but also the reputation of all other Canadians who are or who may seek to do business in export markets."

* * *

The Montreal Publicity Association has led the way in repudiating the Government census of Montreal, claiming the recently published figure of 633,534 is greatly under-estimated. At its first luncheon of the season a resolution by Victor Saucisse, seconded by Col. W. J. Sadler, demanding a revision, was unanimously adopted, and it was agreed that the association take the necessary steps to have a revision taken, and that an invitation be extended to all other business associations to join in this demand. It was stated that reports showed the work had been very inaccurately done, and the Government figures were 140,000 below those of Lovell's Directory.

* * *

J. A. Hall, until recently secretary of the Specialty Advertising Association, will join the headquarters staff of the Associated Advertising Clubs Nov. 1, as Director of the Educational Division, devoting his entire time to educational activities, club contact work, and the business management of 'Associated Advertising.'

You Can Sell to the Dairy Farmer Right *Now!*

You can't sell to everybody in times like these. In some territories and in some industries the purchasing power of the dollar is not up to par. But there are people who can buy—and are buying.

Ontario dairymen, for instance, are in a singularly fortunate position. While other products, such as beef, hogs, grain, etc., are as low or lower than pre war prices, the dairymen's products still continue to sell at about 35 % above pre war prices, as the following shows:

BUTTER

On August 1st, 1914, creamery butter wholesaled in Toronto at 25c. The same grade today brings 40c. This is an increase of 60 per cent. over 1914. The creamery butter production for Ontario in 1920 was valued at $21,175,000.

CREAM

The price in 1914 (August) was 26c per pound butter fat. Churning cream today brings 38c, an increase of 46 per cent. over the former price.

CHEESE

On August 1, 1914, cheese sold on the boards at 12½c per pound. The price today is 15c to 17c—an increase of 28 per cent. over 1914 prices. Cheese produced in Ontario in 1920 sold for $25,440,000 and the entire dairy products of the province at $100,645,000.

MILK

The 1914 average price in Ontario was $1.26. The 1921 average is above $1.78 per cwt., or an advantage of 41 per cent.

The dairy farmers are in better shape to buy goods *right now* than any other section of the far m field. Conditions indicate that prices for dairy live stock products will be maintained in all probability during most of the year 1922.

Reach These Prosperous Farmers Through

THE ANNUAL BREEDERS' and CHRISTMAS NUMBER of

FARM and DAIRY

This issue is published at the beginning of the dairy live stock winter selling season, and in time for Christmas advertising—on **Dec. 15th.** Forms close one week in advance. Covers will be run on coated book stock in three colours. This annual number is kept for reference by large dairy farmers and dairy breeders who may wish to purchase stock later in the winter. The issue of last season carried over 20 pages of advertisements from breeders of dairy cattle. Practically every copy of FARM and DAIRY is *bought by*—not *sold to*—the dairy farmers of Ontario.

Put your advertising where you know sales *can* be made.
Put it where the dairymen put their own advertising.

Official Organ of Dairymen's Associations.
A.B.C. Member, Reports on request. Advertising & Colour rates on request
REDUCED RATES EFFECTIVE NOVEMBER 1st.

Peterboro **Ontario**

The

SELECTED TOWN WEEKLIES

OF ONTARIO

Can render their advertisers a service that cannot be approached by any other class of media.

The publishers of these papers are in direct contact with their local merchants every day.

This means that the Advertiser can get cooperation that counts.

The local merchant knows that if the Manufacturer advertises his goods in the paper that reaches his customers that both will benefit. Sales will be made more easily.

Then no other class of Media adequately covers this field.

A sprinkling of Toronto dailies go to these places, and a few general magazines, but for a real, intensive campaign, the Local Paper is Necessary.

The Forty-three papers, comprising the SELECTED TOWN WEEKLIES OF ONTARIO, are the leaders in the Ontario weekly field. Their circulations are guaranteed. The papers are well-edited and well-printed.

They are read and re-read by every member of the family.

They are available for your campaign at moderate rates.

For details communicate with

L. S. GOWE, Representative

105 King Street East

TORONTO

Telephone—Main 3360

C.D.N.A. Issues Booklet

It would be hard to conceive of an argument against newspaper advertising that has not been anticipated and demolished in the handsome little book just issued by the Advertising Promotion Department of the C.D.N.A. The title, "The Daily Newspaper of Canada: Master Key to the Canadian Market," describes in a phrase the object of the book to promote the principle that the daily newspaper is the dominant basic medium for national advertising in Canada.

How thoroughly the ground has been covered is indicated by a selection from the main captions—"The Buying Power of Canada," "The Key to Canadian Markets," "Newspaper Stimulus to Action," "Help for the New Advertiser," Marketing by National Zones," etc.

Four prime reasons are given why the daily newspapers unlock the doors of trade with a key that few, if any, other mediums can use. They appeal as a daily necessity to every literate person; they give quick and decisive results; they make it possible for advertising to be kept timely and topical; and their flexibility enables the advertiser to intensify or retard his campaign as occasion may suggest.

The very brevity of the newspaper's daily life is stressed as an advertising asset on the ground that its ephemeral nature enables it to command instant attention. "Read, think, take action now," is the insistent stimulus of the newspaper.

A particularly valuable chapter is that on "Marketing by National Zones," a sphere in which the daily newspaper stands almost alone as a logical medium. Much valuable advice and data are given which even the most experienced advertisers will find of the utmost practical value. One quotation will suffice to show the quality of this section of the book. Having explained "How Ideas are Born," the writer goes on to say:

"Having found his Idea—his Message—the advertiser begins definitely to plot his scheme for delivery. Here again the expert comes to his help with a definite rule which divides practically every newspaper advertisement into three stages. First, the idea is sent crashing with every possible bit of power and shock to arrest the readers's attention and compel his interest: second, a clearer explanatory impression is directed at the reader on the heels of the first; third, an exact and brief interpretation tells in precise and unmistakable terms that which the reader has paused for a moment to consider. No better analogy has been drawn than that of the golfer, who drives with all his force from the tee, then plays his ball over bunkers and hazards, and finally drops into the cup with the precise stroke of his putter. The advertiser keeps his eye on the Idea."

* * *

Suggest Space For Price

Ryer and Smith, Penticton, B.C., writing to *Canadian Grocer* in regard to the labelling of products, say:

"Why do not manufacturers when getting labels printed have a small circle, square or space of some kind left white for marking the price on, where it can readily be seen and where the staff will alaways know where to look for it."

* * *

Pyrene copy, emphasizing the "Made in Canada" slogan, has just been sent out by A. McKim Ltd., Montreal.

The

Maritime Farmer

Leads in Maritime Canada

For 26 years The Maritime Farmer has served the farm field of the Maritime Provinces.

¶ It is a straight farm paper —not a political organ.

¶ It has had imitators and competitors — but it has outlived them all.

¶ Just to show how firm a hold The Maritime Farmer has on its field —we may mention that in the past years we bought for farm organizations $750,000 worth of goods.

¶ We paid spot cash for every dollar's worth.

¶ We paid the money to advertiser's using The Maritime Farmer columns. We expect to increase this service next year.

¶ And then — *remember* — The Maritime Farmer is the only farm paper printed in the Maritime Provinces.

¶ It's not talk that counts but action—and advertisers in The Maritime Farmer get action and returns.

¶ The best indication of Maritime Farmer advertising values is that advertisers who have been induced to try something else are getting back to their old love—The Maritime Farmer—for real service.

Circulation, 13,800

Rate, 10 cents per line

The

Maritime Farmer

Sussex, New Brunswick

Fight It Out In Public

The convention of the United Typothetae of America in Toronto last week was seized upon by the International Typographical Union as an occasion to give further publicity to their claims of a broken agreement. This was done in a page advertisement carried by local newspapers, signed by the American organization, and was replied to by the United Typothetae, with whom the Toronto master printers are affiliated. Resolutions passed by the 1919 and 1920 conventions of the U.T. of A. were quoted showing that emphatic disapproval of a reduction in working hours was signified on both occasions. These resolutions make it clear that the agreement entered into by a small section of the Typothetae to grant the 44 hour week, which the Union has endeavored to saddle upon the entire Typothetae organization, was entirely repudiated by the main body at their New York and St. Louis conventions.

Buyers of printing will doubtless welcome this unequivocal denial in public print of any breach of faith between employers and men. The proof submitted clears the ground and places the issues of the strike on a purely economic basis, with the buyer of printing as the final arbiter. Those who desire lower printing costs will certainly patronize those firms who are resisting the demands of the Union and have definitely refused to "pass on" an increase in the cost of printing to consumers at a time when the universal cry is for reduced prices.

✣ ✣ ✣

Advertising for "Cream of Malt" is being placed direct by the Canadian Malt Extract Co., 16 Pearl Street, Toronto.

✣ ✣ ✣

Captain E. C. Sheppard, son of Edmund E. Sheppard, formerly proprietor of Toronto *Saturday Night*, died recently in Kamloops, B.C., after a long illness, which he contracted while serving during the war in the Air Force. He was formerly on the staff of the Toronto *Star*, but had lived in the West for a number of years.

✣ ✣ ✣

Copy for a proprietory medicine known as "Amon" is now making its appearance, placed direct by the Amon Alliance, Kitchener, Ont.

✣ ✣ ✣

Newspapers are carrying copy for John Hallam, Limited, Toronto, advertising trappers' and hunters' supplies. F. Albany Rowlatt handles the account.

✣ ✣ ✣

Prosecutions have been instituted against *Daily Racing Form* and *Sporting Blood* on the charge that they are conducted for the assistance of betting operations. The latter publication appeared a couple of months ago, published in Toronto by V. E. Byfield and R. C. Franks.

✣ ✣ ✣

The membership of the American Newspaper Publishers' Association now stands at 551 acording to an announcement made at a recent directors' meeting in New York.

✣ ✣ ✣

Green Plume Dried Fruits, manufactured by the California Packing Corporation, San Francisco, are being advertised throughout Canada through the Winnipeg office of A. McKim Ltd.

Even Without Considering

that the London FREE PRESS is more than seventy years old; and today is the home newspaper of the majority of the readers of London and Western Ontario;

And Judging It For Itself Alone

this thoroughly up to the minute, progressive newspaper, a newspaper that would lead in *any* territory —can stand on its own merits.

These Points Combined Should Convince

the buyer of advertising space that The FREE PRESS is the medium to use in its field.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	224 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

OLD QUEBEC

has maintained its reputation for thrift and stability by keeping right on producing — buying, selling and doing business as usual — while the rest of the country was disturbed by industrial and commercial troubles. It's the part of Canada that is giving advertisers the biggest returns for every dollar spent there — particularly for the dollars spent for space in

and

LE NOUVELLISTE

THREE RIVERS

A.B.C. Membership Accepted

General Advertising Office, 30 St. John Street, Montreal

You Should Have A Set of these Maps

Showing the Distribution of Canada's Population

DESK-SIZE MAPS of each Province of Canada, showing counties, cities, towns and villages, railroad lines—in fact everything that a good map shows, plus the "distribution of population" feature. This makes them ideal maps for the use of sales and advertising managers. You may discover new fields for sales and advertising effort when you get this graphic picture of where the people are. The relative importance of different communities from a trading or advertising standpoint is seen at a glance.

THE population of the entire Dominion is embraced in a set of four maps which we are able to let you have at less than cost of production. Postpaid to any address on receipt of $1.00.

Marketing and Business Management

53 YONGE STREET, TORONTO, CANADA.

Free Advertising Sufficient

Rumours that a good-sized advertising campaign will be launched in connection with the Children's Book Week, November 12-19, and the Canadian Authors' Week November 19-26, seem to have little foundation in fact. So far, all that is planned consists of direct mail literature and dealers' helps in the shape of streamers, etc.

The Promotion Department of the C. D. N. A. have interviewed several book publishers and others connected with the campaign, only to find that a feeling of apathy exists toward newspapers due to the large amount of free reading matter and reviews granted to the book trade. Some book publishers express themselves quite frankly as believing it unnecessary to use paid space in newspapers because the papers give them so much free advertising.

The need for newspaper advertising, in addition to other publicity methods, is emphatically urged in an open letter to book publishers from a Canadian bookseller quoted in the last issue of *Bookseller and Stationer*.

* * *

Typographical Union Copy Running In Ten Cities

The advertisements of the International Typographical Union which have recently made their appearance in Toronto newspapers are part of a campaign now being conducted in nine other cities, all in the United States. There will be ten advertisements in 24 newspapers. The copy was written by Paul Ritchey of the Russell M. Seeds Co., Indianapolis, and is likely to be followed by a nation-wide campaign.

* * *

Hills Bros. Company New York, packers of "Dromedary" and "Royal Excelsior" Dates are advertising the latter brand in large space in Canadian mediums. The account, which was formerly with Geo. Batten Inc., is now being handled by Barton Durstine and Osborn, New York.

* * *

Business failures in Canada for the third quarter of the present year numbered 586, compared with 467 in the second quarter, 566 in the first quarter, and 266 in the third quarter of 1920. Total liabilities involved were $20,672,951, or almost double those of the second quarter, and more than double those of the third quarter of 1920, but not quite so heavy as the $22,215,520 high record total reached in the first quarter of the present year.

* * *

The Eugene Phillips Electrical Works, Limited, will move its plant from the present factory at Mile End, near Montreal, to Brockville, where a site has been secured and where the construction of a factory will be commenced.

* * *

Another prize contest is being advertised. This time it is for a name for the Ohio Electric Cleaner, manufactured by the United Electric Company of Canada. The copy is being placed by the H. K. McCann Company.

* * *

W. C. Cotton, barrister, of Montreal, has been appointed editor of the *Maritime Labor Herald*, a weekly which is to be published at Glace Bay, and which its Labor promoters hope to use in the coming Federal contest.

How 21 Concerns Reduce Salesmen's Expenses

A wealth of valuable suggestions for the sales manager interested in keeping down the cost of operating salesmen. Subjects covered are: Use of daily and weekly earnings statements issued to salesmen, examples of suggestive economy bulletins, with report of investigation as to how various concerns are trimming down expenses to keep pace with the rising cost of traveling men. Includes chart digest form showing expense allowance in different lines.

Price, postpaid, $1.10.

Quota Plans for Stimulating Sales

Tells how concerns like the Beaver Board Companies, Burroughs Adding Machine Company and others have worked out, after years of experimenting, a quota plan that actually increases sales without destroying the men's morale. Factors to be considered in laying out a scientific quota plan; statistical data available and where to get it; with an important section on making the most of your quotas after you have worked out the plan. Even though you are not immediately interested in a quota for your salesmen, it won't be long until you will be giving this subject serious thought. Better get this report while the supply lasts.

Price, postpaid, $1.85.

Report Forms and Check-up Methods for Salesmen

This is the fourth edition of this report. It has been rearranged and brought down to fit new conditions. It shows specimens of report forms and systems used by such concerns as Orange Judd Co., American Writing Paper Co., etc. These forms are valuable to have handy when you wish to change your own methods. A particularly good feature of the concrete suggestions it will give you in regard to "selling" the report idea to your salesmen. 8,500 words.

Price, postpaid, $4.50.

One Hundred Sales Contest Ideas

A digest of plans used by over 800 subscribers to the Dartnell Service in staging sales contests. Gives you at a trifling expense experience which hundreds of sales managers have paid much money to learn. Tells when sales contests pay, and when they do not, what prizes bring best results, how to put the contest up to the salesmen, in addition to the actual suggestions for contests outlined. Profusely illustrated.

Price, postpaid, $3.50.

Sales Control Methods for Getting Full Results

This report describes methods used by such concerns as Libby, McNeill & Libby, Carter's Ink Co., National Casket Co., and others for locating the business that the salesmen should have but are not getting. Gives full data on putting in record systems, and using the system to awaken salesmen to over-looked opportunities.

Price, postpaid, $1.60.

THE above Dartnell Special Reports on Sales Methods, Plans and Ideas, give you the experience of hundreds of representative concerns in all lines of business. They give actual plans and figures, mention names and dates, and embrace findings which have cost other firms many thousands of dollars. Sent postpaid on receipt of the price—subject to return for credit if not found up to expectations.

MARKETING, 53 Yonge Street, TORONTO

Monsieur Drury?

Hello!.. Jean Baptiste speak!... What you think de old place.... Sacre! She's pretty slick now. What you say?.... Oh just little fix up..... yes la vielle maison, older'n mon grand pere, hundred years and then some more... de walls two, three foots thick... solid? Just like old Quebec!... Where I hear from you? Well, Mon Dieu, in

Le Bulletin des Agriculteurs

MONTREAL

FRENCH CANADA'S RURAL WEEKLY

Victor C. Soucisse, Advg. Mgr.

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph

AND

Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Salesmen's Expense Account Exempt From Tax

A definite ruling upon the status of commercial travelers under the income tax law has been issued by the department of finance at Ottawa, as a result of complaints lodged by the various commercial travelers' associations throughout the Dominion as to the manner in which the taxation branch was treating their traveling expenses in dealing with the income tax returns.

Under the new ruling commercial travelers must show all monies received by them from their employers. There will be allowed as a deduction from the monies so received all expenses actually and necessarily incurred in the conduct of their business. From such expenses there will be deducted the sum of $1 for each day's traveling.

* * *

More Census Figures

A preliminary announcement of the population of Montreal Island has been issued by the Census Bureau as follows:

	1921	1911
Montreal Island..	712,909	354,761
Montreal City..	607,063	489,880
Westmount City..	16,711	14,579
Verdun City..	24,888	11,629
Outremont City..	12,997	4,820
Lachine City..	15,448	11,688

The total populations of the Maritime Provinces have also been announced as follows:

	1921	1911
New Brunswick..	388,092	351,889
Nova Scotia..	524,579	492,338
Prince Edward Island. ..	88,536	93,728

* * *

Moffats Limited, Weston, formerly Moffat Stove Company, are using newspapers to advertise electric ranges. The account is in the hands of the James Fisher Co., Toronto.

* * *

The Crawford-Harris Agency, Province Building, Vancouver, is placing copy for Phillips Military Soles and Heels. The advertising runs to three columns.

* * *

Victor C. Soucisse has succeeded John C. Morris as advertising manager of *Le Bulletin des Agriculteurs*, Montreal. Mr. Soucisse was attached to the staff of the *Bulletin* some years ago. He is well known in advertising circles in Quebec.

* * *

William Randolph Hearst has offered to take every member of the United States Congress on a trip across Canada to show them the benefits which have been derived from the adoption of the sales tax in this country.

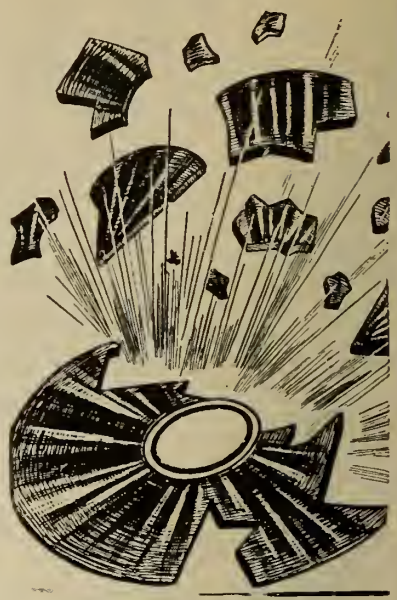
* * *

C. H. Smith, formerly advertising manager of the J. H. Ashdown Hardware Co. Ltd., Winnipeg, and well known among western advertising men as "Charlie" Smith, has been appointed assistant general manager of the store, succeeding Percy J. Sutherland.

* * *

McConnell & Fergusson Ltd., London, have recently sent out copy and instructions covering the advertising of the Auto Specialties Manufacturing Co. of Canada, Windsor, manufacturers of Drednaut Shock Absorbers.

Another Record Smashed!



Average Circulation of

Daily British Whig

KINGSTON, ONT.

July 1920 - 6,180
July 1921 - 6,380
August 1921 - **6,782**

All A.B.C. Circulation

Circulation Manager Wanted

For Morning and Evening papers in Eastern Canadian Town of sixty-five thousand inhabitants. The successful applicant must combine all qualifications the position demands, viz.: Promotion work, Handling of Dealers, Boys Mailing-room, and Collections. Only experienced circulation producers need apply, with full particulars, which will be treated confidentially. Box 20, Marketing.

EDITOR WANTED

To take complete charge of a Weekly Farm and Home Journal in the Eastern Provinces. Apply with full particulars, to Box 21, Marketing.

Is A Dollar Too Much For A GOOD Window Display Idea?

40 to 50 unusual window display ideas in every issue of THE WINDOW DISPLAY REPORTER—"A Babbling Brook of Window Display Ideas That Never Dries Up." Even if you only find one usable idea in a single issue, it should be worth at least a dollar to you. That's the single copy price.

Nothing rehashed, all up-to-the-minute reports from a corps of Coast to Coast correspondents. No theories; every display has been actually arranged by some progressive store. All kinds of merchandise covered. One dollar will ensure copy of first issue.

ERNEST A. DENCH

3052 Emmons Ave.

SHEEPSHEAD BAY, NEW YORK

A. of C.A. Annual Meeting

The annual meeting of the Association of Canadian Advertisers will be held at the Prince George Hotel, Toronto, Thursday and Friday, November 10-11.

The first day's sessions will be given up to addresses and discussions on general phases of salesmanship and advertising practice. The names of the speakers are not yet available; but following is the list of topics:

At the Morning session: "The Selection and Training of Salesmen"; "The Salesman's Remuneration and Expense Account."

At the afternoon session: "Planning the Territory and the Salesman's Work"; "The Most Recent Developments in Modern Salesmanship"; "The Use of Competitions to Stimulate Salesmen's Efforts."

On Thursday evening the annual smoker will be held, for which some well known speaker is being secured. The musical programme will be in the hands of Jules Brazil.

The Friday morning session will be devoted to the discussion of agency relations and remuneration; and in the afternoon such questions as "Decreased Advertising Rates," "French Newspaper Advertising," "Foreign and Local Rate Cards," etc., will be taken up.

The Canadian National Newspapers and Periodicals Association will hold its annual meeting at the Mossop Hotel, 58 Yonge Street, Toronto, on Thursday and Friday, November 10-11.

The Thursday morning session will be devoted to routine matters, closing with a luncheon at the King Edward Hotel to be addressed by some well known speaker on questions of national interest.

✣ ✣ ✣

Periodical Publishers To Meet

The Advertising Session on Thursday afternoon will deal with the following topics: "Covering Canada with National Newspapers and Magazines"; "Developing Advertising Through Trade Investigations"; "The Place and Value of Copy Service in Selling Advertising"; "The Function of the Business Newspaper in National Advertising Campaigns," etc.

Agency relations from the standpoint of advertisers and agents will be discussed at Friday morning's session by representatives of the A. of C.A. and the C.A.A.A. In the afternoon T. S. Young, General Manager of the Hugh C. MacLean publications, will conduct a question box session.

✣ ✣ ✣

Montreal employing printers, in co-operation with engravers and paper manufacturers, have commenced a publicity campaign which will be carried on for at least three months. The immediate object of the publicity is to convince buyers of printing that the strike is not preventing the production of work.

✣ ✣ ✣

The Halifax Standard, formerly the property of H. V. MacKinnon, has been acquired by a newly organized syndicate, the temporary officers of which include F. B. Black, of Sackville, N.B., president; D. King Hazen, of St. John, secretary-treasurer; and Rupert M. Rive, of Moncton, managing director.

✣ ✣ ✣

A. W. Erickson, New York, was elected president of the American Association of Advertising Agencies at the fifth annual convention of tha tbody held at Philadelphia, October 11 and 12.

You ought to do something about one of these offers

THE MAILBAG is the text-book of Direct Mail Advertising. We want you, every man and woman that uses—or needs Direct Mail, to get it every month. That's why we have invoked the help of "the three R's" to increase the size of "The Mailbag Family".

Read how they're doing it. Then we leave it to you if we aren't making it worth while for you to send for something you ought to have.

Way No. 1
The Mailbag . . . $2.00
Tim Talks 1.25
$3.25—only one way you can get them for less—send us . . . **$2.00**

Way No. 2
The Mailbag . . . $2.00
Business Letters—How to write them 1.25
$3.25—it stands in the book but we can do it for you for **$2.00**

Way No. 3
The Mailbag . . . $2.00
Business Letters—How to write them 1.25
Tim Talks 1.25
$4.50—'Rithmetically, but but just try sending us **$3.00**

These offers expire December 1, 1921.
Better 'Rite To-day.

MAILBAG PUBLISHING CO. 1200F West 9th Street, CLEVELAND, OHIO

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

The Belgium of Canada

Belgium was the smallest and the most thickly settled country in Europe before the war. In Canada the same is true of Prince Edward Island. Its dense population means that every acre is productive. Production means prosperity. The people of P.E.I. have the largest Bank accounts per capita in the world. Reach them through—

Guardian & Examiner P.E.I.

CHARLOTTETOWN

"Every National Advertising Campaign stands or falls on the indifference or co-operation of the RETAIL STORE CLERKS."

THIS STATEMENT was made by C. H. McIntosh, President of the Associated Advertising Clubs of the World.

Coming from a man of so high standing in the advertising profession, it is worthy of serious consideration.

When will you manufacturers stop shooting over and through the retailers with your broadsides of general publicity, that do not get anywhere as far as the dealer is concerned?

The dealer is getting tired of being shot up. Why not work with him? Why not take advantage of that big effective selling organization, viz., the retailer and his clerks?

Why not educate those clerks as to the selling points of your goods; your service; something about the house that stands back of the goods, to strengthen their faith?

They cannot recommend if they do not know, and they will not recommend if they have not faith in your product.

What are you doing to get the dealer and his clerks' enthusiasm behind your product?

When considering the dealer also consider the merits of the COMMERCIAL PRESS Group of Business Papers that are merchandising papers only.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

BUYING NOW

Quebec isn't standing pat—she's buying NOW.

And she's doing her selection via

The Telegraph

Yes, Now!

What We Are Doing To Increase Sales

Continued from page 735

graphed pieces and contest slips, formed the contribution of the Disston Company.

The Minnesota Pen Co. of St.Paul, Minn, trading in Canada under the name of the Mayer Company, Weston, Ont, is at present running a competition in which both guessing and skill, to say nothing of patience, are called for. A somewhat crowded picture of a typical "Bullock's Corner" at the rush hour is given. Eleven humans crowd the village square. One horse, several pigs and a couple of sheep obtrude themselves into the picture at the risk of being haled off to the pound if the constable were only somewhere around, which, of course, he isn't. Many articles in the picture are rather obscure but the reader who can pick out the most objects whose names begin with the letter "S" walks off with a cool thousand dollars. The "coon in the cupboard" is that you are asked to buy a $6 fountain pen with which to write your answers. Or, you can order a $4 pen, but in that case the prize is reduced to $300. If you use your own perfectly good Waterman, the fruit of your brain-sweat can only net you a beggarly $20.

A competition of an entirely different order is being run by Paramount Pictures in order to find Canada's most beautiful girl. When found, she will be made famous—as the movies count fame. She must be the most ideal Canadian girl, typifying in every way all the good qualities and characteristics of the Land of the Maple Leaf.

The contest is open to every Canadian girl.

The first prize will be "a substantial cash award", a position in the movies "at a good salary". All the ladies have to do in the meantime is to crowd those theatres displaying Paramount Maple Leaf week signs, see a Paramount picture, and secure the contest booklet. If they do that in sufficient measure, the immediate hopes of the promoters will be fulfilled.

It is an open and much-debated question amongst advertising managers just how far, if at all, such competitions as those referred to in this article, really stimulate sales. Opinions vary, but in the main they are unfavorable. Two Toronto managers who have recently carried through apparently highly successful competitions, one being of the

straight guessing variety, and the other involving more or less skill, frankly confessed to MARKETING that they did not consider the game worth the candle. Although the number of contestants in both cases ran well into the thousands, there was no marked gain in the sales. Another authoritative opinion was that, whilst a competition was running it might concentrate a great deal of public attention on the article advertised, but it also created a big crowd of disappointed competitors who consciously or sub-consciously would harbor a slight feeling of resentment. In short, such aids to salesmanship must be conducted with the utmost care if they are not to cost their promoters the goodwill of the "also rans".

* * *

Extending The Life Of Seasonal Demands

The seasonal industry is one that brings problems in its wake for all who come in contact with it. Till very recently, walnuts were practically unsalable except at Thanksgiving and Christmas. The walnut-growers got together, however, and by a well-directed educational campaign have built up an almost all-the-year-round sale of their product.

In one large city a wholesale baker conceived the idea of extending the season for the Good Friday hot cross bun to the whole of Lent, and by judicious advertising was able to build up a remarkable increase in sales and establish a new custom is community.

An ice company found that few women knew the possibilities of the use of ice, and they greatly increased the sale of their product during the winter months by employing demonstrators to show the uses to which ice could be put in addition to serving as a preservative for food.

A number of country automobile dealers combined to buy a snowplow and plowed out the roads during the winter when the snow was so deep as to seriously interfere with communications by auto. This service was used as a basis for urging the purchase of autos during the winter rather than to postpone their acquisition till spring.

One manufacturer of men's suits fills out the in-between seasons by making two different weights of blue serge suits of a standardized model. Blue serge suits are always saleable, and since he is able to make a special price to the merchant as a result of making them in this way, he does not find any trouble in disposing of them.

The demand for milk cans is heaviest in the spring, and one manufacturer found that he can make coal-scuttles with the same machinery. He now has a second line of goods which is as important as his first.

* * *

Small copy for Sturgeons French Polish Wax, made by Sturgeons Ltd., Toronto, is being sent aut by A. McKim Ltd.

* * *

New copy for Borden's St. Charles Milk, featuring the grocer as "the Borden Milkman," has recently been sent out to dailies by Desbarats Advertiising Agency Ltd.

* * *

The Ralph H. Jones agency, Cincinnati, have made contracts with Canadian publications for the advertising of Glazo manicure sets, made by the Glazo Co., 40 Blair Ave., Cincinnati.

* * *

Smith Denne & Moore are again placing copy for Wincarnis.

* * *

J. Harry Fowler, well known as a newspaper man in London, Ont., Detroit, Philadelphia and Toronto for many years, died at London on October 12th of heart failure.

* * *

"George Batten Company, in conjunction with The H. K. McCann Company, Limited, of Canada, will direct and place the advertising of Evide Batteries of Canada, Limited."

Consider—

ANYBODY can buy space, but the buying does not make him a successful advertiser. The space must be filled with the right copy to bring profitable returns.

Such copy can be had for a surprisingly small remuneration! Have your merchandising and advertising problems solved by consulting

FREDERICK M. HAHN
General Advertising Service
79 Adelaide Street East, Toronto
Telephone Main 7559 – Hill. 2074W.

PRINTED
BALLOONS
Most effective to announce special sales, anniversaries, and other merchandising events.
Novel. Inexpensive.
Trade marks, special designs, and any wording can be imprinted.
ROBERTSON & MURPHY Limited
247 St. Paul Street West
MONTREAL

Sell It In South Waterloo

by using, consistently, the advertising columns of the only daily published in this territory of over 32,000 people.

Detailed information of the area covered sent on request.

Galt Daily Reporter

GALT **(Member A.B.C.)** **ONTARIO**

Special Representatives—

GEO. B. DAVID INC.,
171 Madison Ave,
New York City

H. E. SMALLPIECE
32 Church St.,
Toronto, Ont.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

Are Your Sales Proportionate To Population In All Markets In Canada?

If some territories are falling down, have you discovered the reason for it?

Are you side-stepping the "difficult" spots, or are you digging into the sources of the trouble?

How much of the resistance to your sales efforts in certain territories is due to "spotted" distribution?

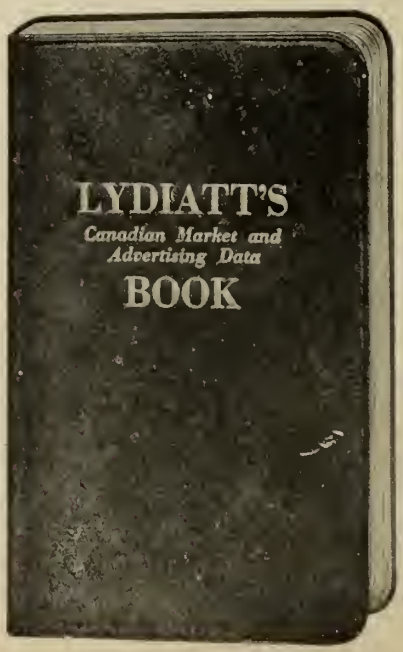
Have you a thorough knowledge of the outlets for your product in Canada's great trading zones?

How many stores are there in cities of over 100,000 population?

How many general stores in each of the nine provinces?

What are the percentages of rural and urban population in each province?

What is the industrial output, pay-roll, and the number of workers employed in each city?



What cities in Cannda have gas or electricity, and how many consumers in each?

Which provinces have the most telephones?

How many automobiles are owned in the principal cities?

How is the total of Canadian imports distributed? Which provinces consume the most imported articles?

Which province shows the highest wealth production per capita?

What is the proportion of families to dwellings in each province?

How much could you increase your sales if all this information were at your finger-tips?

Would it help you to plan sales policies more intelligently if all this data were in your possession?

It is easily accessible, in the handiest form you could imagine — in a little leather-bound book—3¼x5¾—that fits the pocket or slips comfortably into the top drawer of your desk.

Every question asked in the foregoing catechism —and literally thousands of others—is fully answered in the 1921 LYDIATT'S BOOK, the most comprehensiv sales and advertising guide in any language.

In addition to the complete market data indicated by the range of questions above, LYDIATT'S BOOK contains the only accurate and complete information about Canada's advertising mediums, with authentic circulation figures, advertising rates, page and column sizes, subscription rates, etc. of all important publications, complete data for poster, street car advertising, printing, engraving, etc.

1921 Edition, 416 pages
pocket-size, leather-bound
$5.00 a copy, postpaid

Obtainable only from the Publisher

W. A. LYDIATT
53 Yonge St., Toronto.

A Great Tribute To A Great Paper

A section of the big crowd outside the *Free Press* during one of the games of the 1921 World's Baseball Series. A similar crowd gathered for every game, many of them choosing points of vantage long before hour for commencement of game.

FEW papers in Canada could have drawn so large a crowd—and held it day after day. These thousands were attracted by the *Free Press* Score Board—a costly and intricate affair, but it registers every move of the players in the big games, and watching the World's Series on the *Free Press* Score Board has become something of an institution in Winnipeg.

IT is one indication of the superiority and thoroughness of the service which, as a newspaper, the *Free Press* gives to its subscribers, and which for half a century has maintained it as the leading paper of Western Canada.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVES:

Edgar J. Guy, 302 Royal Bank Building · · · Toronto

E.L.McArthur, 224 St. James Street · · · Montreal

Still Another Record

Now 30,000 NET PAID

First in Nova Scotia
First in Halifax

THE lead of ***The Halifax Herald*** and ***The Evening Mail*** in the Nova Scotia field is now emphasized by a daily Net Paid average of **30,269** for the six months ending with September. This is three thousand better than our record on the Honour Roll of preferred A.B.C. mediums listed by the Barbour Rate Service.

The Halifax Herald and The Evening Mail have been forging farther ahead month by month.

The Sunday Leader, the only pictorial published in the Maritime Provinces, offers a further sales channel of over 6,000 copies weekly.

For rates and particulars apply to our Representative, J. B. RATHBONE, 95 King St. East, Toronto, and 317 Transportation Building, Montreal, or write direct—

THE HALIFAX HERALD

THE EVENING MAIL

AND

THE SUNDAY LEADER

HALIFAX, Canada.

Volume XV.
Number 22

TORONTO NOVEMBER 15th, 1921

20 Cents a Copy
$2.50 a Year

Marketing
and Business Management

Edited by
W.A.Lydiatt

Creating A Market For A Large Bond Issue

BEFORE the investing public can be expected to purchase bonds of the "Industrial" type, there must be widespread public belief in the Company offering the bonds.

The new 10 Year Serial 7 per cent. Bonds of Canada Steamship Lines Limited were issued this month.

To assist the Bond Houses entrusted with the placing of this issue, a newspaper campaign of large proportions was conducted by the Advertising Service Company. Big space was used, to tell the impressive story of the past development and future possibilities of "The Great Route through the Great Lakes." A campaign spectacular and convincing. Advertising carefully planned with a view to crystallizing in the public mind that favourable opinion of the Company's business outlook which makes possible the marketing of more than three million dollars worth of Bonds.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO Drummond Building, MONTREAL.

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Cater to Classes

rather than Communities

ADVERTISING which tries to sell an entire community has to overcome the inertia of a great mass of consumers who are rarely known to ask for products by brand names.

This type of consumer is not peculiar to any one stratum of society. The wealthy depute most of their purchases to people in their employ. The masses buy almost solely on a price basis.

But there is a shopping *tendency* which cuts athwart every section of society—except perhaps among the poorest—which has little to do with wealth or lack of it.

It is the tendency of the *mentally alert* to get the best goods at the right price. They form a class which has little relation to their station in life. They are the *particular* shoppers who recognize and continue to purchase good brands because of their standard quality and price. The dealers cater to them, and having stocked the products they ask for, recommend these to the rest of their customers.

These *particular* shoppers are usually magazine readers. It is because they are *alert-minded* that the magazines appeal to them; and because they are influenced most by a quality appeal —which is best achieved in media presenting a quality appearance themselves—the magazines actually select an audience of the alert-minded, *particular* buyers throughout the country.

Why try to sell to whole *communities* when you can reach the alert *class* of buyer in every community through the magazines?

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

Woman's Century
TORONTO

World Wide
MONTREAL

BUILD *National* PRESTIGE WITH MAGAZINES

All these Magazines are members of the Canadian National Newspapers and Periodicals Association, 70 Lombard Street, Toronto. They are also all A.B.C. Members. Data gladly furnished.

More Than A Magazine— A National Institution

IN Canada to-day MACLEAN'S is looked upon as something more than a magazine—it has become an institution of national importance—the big, outstanding *National* publication of this country.

It is known, and read, and quoted in every city, town and village. It reaches the "leadership" families in practically every community right across the Dominion and it has the active interest of alert-minded, substantial Canadians in every community from coast to coast.

A Publication with a Purpose

The definite purpose and policy of MACLEAN'S MAGAZINE is to provide to its readers a broad idea of what Canada as a whole is doing; to bring the various sections and varied interests of this broad Dominion together into mutual understanding and sympathy; to establish and maintain a national spirit, a national consciousness, and a national unity.

In this it is performing a service which is absolutely essential to Canada's National development; and Canadians everywhere endorse it a credit to its title, "Canada's National Magazine."

In general appearance and make-up, in quality of editorial matter and contributed articles and illustrations, MACLEAN'S compares favourably with the best magazines of the North American Continent. Here are some of the illustrators whose work appears in MACLEAN'S:

C. W. Jefferys, C. F. Peters, H. M. Brinkerhoff, Chas. A. MacLellan, W. G. King, Charles L. Wren, H. Weston Taylor, Bernard Graverman, Dudley G. Summers, Arthur Wm. Brown

And here are some of the writers who contribute to MACLEANS:

Frank L. Packard, Baroness Orczy, Agnes C. Laut, W. A. Fraser, Arthur Heming, Don Marquis, G. K. Chesterton, Sir Gilbert Parker, Robt. W. Chambers, Arthur Stringer, Robert W. Service, Archie P. McKishnie, Stephen Leacock, Margot Asquith, Basil King, P. G. Wodehouse, Arthur B. Baxter, Henry P. Holt

In addition to these, the Review of Review section, combined with the semi-monthly articles on the Business Outlook, and the multitude of

Special Articles On Topics Of National Interest

make MACLEAN'S an all-round publication which has won for itself pre-eminent position in the esteem and consciousness of the Canadian people.

For covering Canada, MACLEAN'S MAGAZINE offers the advertiser circulation, plus prestige, plus buying power. It provides effective, profitable advertising at economical cost. It is the first publication to use, and the broad base upon which to build a successful campaign in this country.

First and Fifteenth of Every Month

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Most Talked Of Publication In Canada

Write for A.B.C. data Rates and Sample Copies

The Maclean Publishing Company, Limited, 143 University Avenue, Toronto, Ont.

Advance Ottawa

A CITY'S Taxable Assessment affords the truest indication of its steady advancement. 1921 Assessment figures for the Capital give a total increase of $11,249,014 over the previous year, of which $6,289,479 is Income Assessment and $4,380,987 in Real Property.

These significant increases occur largely in the residential wards in which THE OTTAWA JOURNAL is to so marked a degree the dominant home paper.

The value of "JOURNAL" Quantity-Quality Circulation is emphasized by the fact that in recent months, 53 representative National Advertisers have used "The Journal" EXCLUSIVELY.

They realize the buying power of THE JOURNAL clientele—they appreciate the intimacy of existing relations with its readers—they value the sound methods of its Promotion and Service Department in stimulating dealer interest especially in those lines that appeal to the home circle.

Make generous provision in your next schedules for "THE OTTAWA JOURNAL"—the paper in Ottawa that 'goes home.'

Average Net Paid Circulation for Six months ending 30th Sept., 1921 27,278

The Ottawa Journal Dailies

The Morning Journal
Average Paid 5,390

(Members A.B.C.)

The Evening Journal
Average Paid 21,888

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East

MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas H. Eddy Co. Inco.

NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South. Bldg.

THROUGHOUT the entire experience of a great many of us, business has been conducted on a rising market. Generally speaking demand has exceeded supply. The great problem has been production. What we have called selling has been little more than mere order-taking.

* * *

But things have changed. We are in for a new cycle of business in which production will become a comparatively minor factor. Selling is about to have its hey-day.

* * *

One observer of the new conditions puts it this way: "I would submit that instead of emphasis being placed upon production and the spirit of speculation as before, we are now in a period in which the factors of management, of closeness of operation, and of selling are those which will determine our success or failure."

* * *

This means, in so many words, that *marketing* and *business management* will need to be more closely studied in this new cycle than they have been for the last twenty years, for it is fully that time since business was being generally conducted on a falling market. It is therefore obvious that this magazine, whose very name —MARKETING AND BUSINESS MANAGEMENT—indicates that its scope is peculiarly fitted to meet these new conditions, is also entering a period in which its usefulness will be more marked than ever before.

* * *

Any close observer of our columns will already have observed that MARKETING has dedicated itself to the immediate problem of *increasing sales*. In the last few months we have investigated and reported the plans of a good many Canadian concerns who seem to be tackling this urgent phase of business in a manner calculated to build solid success.

* * *

In this issue, for instance, there will be found an article concerning the possibilities for increasing sales to be discovered in the recent census. Another article deals with the aggressive plans of the paint and varnish industries in Canada and the United States, who are determined to make 1922 their greatest year. These and similar articles now in course of preparation contain suggestions which will be found adaptable to almost any business by an alert executive.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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MONTREAL, *Established 1870* **CANADA**

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Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

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HOW THE CENSUS CAN HELP US SELL

Canada's wonderful Census an exhaustive and intimate analysis of the country's inhabitants. By every possible classification it indicates locality, calling, taste and preference, thus providing invaluable selling data. Are you availing yourself of the Dominion Statistician's work?

THERE is a factory at Ottawa known as the Dominion Bureau of Statistics where 700 people are at work turning out 57 varieties of statistical products—one of which is the Decennial Census.

The reference to 57 varieties is *not* a joke.

In the First Annual Report of the Dominion Statistician there is a chart of the organization of his bureau, showing that its operations are divided into 11 main divisions. The subdivisions of these make up a total of just 57 distinct brands of figures produced under his management.

The Census is a product. Thousands of workers and not less than two miillion dollars have been engaged in gathering the raw material. Batteries of expensive machines and hundreds of attractive young women are now being employed to shape this raw material into the finished article.

"When it is finished who is going to use it, and what is it going to be worth?"

That was the question in the mind of the representative MARKETING sent to Ottawa to interview R. H. Coats, Dominion Statistician and Controller of Census.

The caption for this article was already half-decided upon—"What will the Census tell us?"—or in other words—"How the Census can help us sell!"

The interviewer adopted the attitude of one of those business men who has actually proven the cash value of statistics in business, and is hungry for more. He slipped into the skin of a jam manufacturer, and the basis of his enquiries, when he was finally ushered into the presence of Canada's foremost statistical expert, resolved itself into the plain, practical, honest-to-goodness demand —*"Will the Census help me to sell more jam?*

Mr. Coats was scarcely prepared to answer such a question offhand. In action he is immensely practical. He must be or he could not have built up in Canada a bureau of statistical machinery which is the envy of many of the great nations of the world. But, in conversation, he is an idealist. Pop but one question and he immediately soars high above the minutiose details of his task to a mental pinnacle from which he can view the entire population, strewn across the two billion acres of this Dominion, getting themselves born, growing up, marrying, performing a widely varied set of functions, and finally dying, in order that there shall be material for blue books and census returns.

His mind does not run to jam. It is concerned with building up a logical, exhaustive and perfectly coordinated scheme or system of statistics from which jam manufacturers, pickle manufacturers, knitting-needle manufacturers, and the 397 other types of manufacturers included in his classification of trades, can all dig for information with fair prospects of getting what they want.

He is above jam only in the sense that he is able to see half a million other things besides jam in the teeming universe. If you ask him how the Census will help you sell more knitting needles he will tell you, first of all, that the Census is only one of his 57 varieties of sales helps, (he doesn't think of them as sales helps, but they *are*, if you know how to utilize them), and that you will get better results by using his whole line rather than one isolated product.

The interviewer had great difficulty in holding him down to the Decennial Census. But that being the reason for our errand and the excuse for this article, let us plunge at once into this mass of figures and find out what it will all be worth to business.

Perhaps the best way to demonstrate its worth will be to show what value can be got from it by any one manufacturer, and having stuck pretty closely to jam so far, let us dig in and see what use it will be to the fellow who sells jam.

The basis of jam selling is the family. Individuals rarely buy a pail of jam with the intention of re-

TO CANADA belongs the credit of taking the first census of modern times—the census of the colony of New France in the year 1666. It was a systematic "nominal" enumeration of the people, (i.e., a record of each individual by name), taken on the *de jure* principal, on a fixed date, showing age, sex, occupation, and conjugal and family condition. It was not a mere report of settlement, but a census in the modern sense, and the first attempt at accurate enumeration of population since Roman times.

The first censuses in Europe —those of certain Germanic kingdoms—date only from the eighteenth century; and those of England and France from the early years of the nineteenth.

tiring to a corner and finishing it in one sitting. It is true that boarding houses, restaurants, hotels, railroad and steamship companies buy it by the case; but by far the biggest market for jam is for consumption by families.

The Census will tell you how many families there are in Canada. It will tell you the average number of persons per family, and hence you will be able to figure the total average consumption.

But all members of the family do not eat the same quantities of jam. There is a period in the life of children, between the ages of 2 and 14, approximately, which may be termed "the jam age." Very good. The Census will tell you how many children between these ages live in each city, each town, each municipality, each township, each province.

There is a tradition, fostered by story-book writers and cartoonists, that the male child possesses a more highly developed appetite for jam than the female. The Census will tell you how many boys there are in any district you like to name.

With grown up males, it is different. The Census will tell you the number of single males living in cities. You may figure that a good proportion of these eat at restaurants or boarding houses, and in that case they consume very little jam.

Next, consider the racial origin of your prospects. The Italian family is credited with eating so much spaghetti that it seems unlikely they have very much room for jam. The Irish, of course, prefer potatoes; and the Scotch consume large quantities of —well, nowadays even the Scotch may be good prospects for jam.

You may also feel like subtracting from your market the people engaged in the jam industry, on the grounds that they are likely to be surfeited with the mere smell of it. If so, the Census will tell you how many to subtract.

These variable influences may appeal to you as having little bearing on the ultimate market for your product: but your market survey will not be thoroughly scientific unless you take them into account. The inter-relation of the most negligible forces are responsible for the defeat of many excellent sales plans. Darwin, in his "Origin of Species," demonstrates how the presence of a cat in a certain neighbourhood had an effect upon the height of sunflowers (or something of that kind), in the gardens of that vicinity. The story was extremely complicated and had something to do with bees; but

R. H. COATS
Dominion Statistician and Controller of Census

as to the details of it this deponent is unable to swear.

The incident, however, is illuminating, and indicates that the number of dentists per capita might conceivably have an influence upon the jam consumption in any given district, since the condition of one's teeth has a great deal to do with the amount of enjoyment derived from eating bread and jam. The Census will tell you how many dentists there are.

Finding New Markets

Leaving aside, however, such relatively trivial impedimenta, the information contained in the Census concerning the purchasing power of the people of Canada should be of the utmost value in seeking and developing the most favorable markets.

The earnings of every person in the Dominion will be tabulated, and the general prosperity of a given field can also be judged from the size and style of the majority of the houses, the average number of rooms occupied per family, the number of homes owned and the number rented.

Similar information will be available for persons living on farms—the sizes of the farms, whether owned or rented, the acreage of improved land, the value of buildings, machinery, etc., the amounts paid to laborers.

From these "prosperity" statistics it will be possible with this Census to deduct "poverty" statistics, in so far as they are reflected in the record of unemployment among city folk and the extent of crop failures on the farms.

For the jam manufacturer, too, there will be additional information in this Census which should materially assist in fixing sales quotas for certain districts. This time they have counted every fruit tree, every grape-vine, every hive of bees, whether on farms, in hot-houses or in the tiniest back lots. The production of fruit, maple syrup, maple sugar, honey, etc., will be given in detail, providing the jam manufacturer with exact data as to the competition he is up against from the housewife herself.

The wife of this deponent volunteers the information that the family next door has 250 jars of fruit in their basement. The family consists of two men, two women, a boy and a girl. Whether they will be able to get through all that and some jam besides remains to be seen.

But enough time has been spent upon this fictitious seller of jam. Below is a detailed synopsis of the data provided by the 1921 Decennial Census, from which manufacturers of every other product under the sun can judge to what extent this two-million-dollar counting of noses will help them in their particular line of business. First following is the information which will be obtained from the 35 questions asked of every person in Canada by the 12,000 enumerators employed in taking our Sixth Census.

The total number of dwellings in Canada; the number of dwellings in each population centre; and in the rural districts the number in each township.

The number of dwellings per family.

The number of persons per family.

The total population of Canada.

The population by persons and families in each centre of population, in each municipality and in each province.

The total number of homes owned.

The total number of homes rented.

The number of homes owned and rented in each town, each municipality and each province.

The amount of rent paid by every renting family.

The number of houses of five, six, seven, eight rooms, etc., whether of wood, brick, stucco or stone, etc.

The number of rooms occupied by each family.

The sex of every person in Canada, and whether single married, widowed, divorced or legally separated.

The number of persons born in Canada, with the province of their nativity.

The number of persons born outside of Canada, with the country of their nativity.

The number of naturalized citizens of Canada, with the number of years they have been in the Dominion, and the year in which they were naturalized.

The racial origin of every person in Canada.

The number of persons who can speak English.

The number who speak French.

The number whose mother tongue is neither English nor French, with the number speaking each different language in each town, municipality and province.

The number of persons of each religious body by towns, municipalities and provinces.

The number of persons who can read.

The number of persons who can write.

In the case of children, the number of months spent at school in the twelve months immediately preceding the Census.

The number of persons engaged in the various branches of trade or professions in each town, municipality and province. The number of employers in each trade or profession.

The number of employees.

The number working "on their own account."

The earnings of every person in Canada for the year ending June 1st, 1921.

The number of persons out of employment on June 1st, 1921.

The number of weeks of unemployment because of sickness.

Agricultural Data

In addition to the 35 questions put to every adult, the farmer was asked for replies to 65 further queries, many of which were sub-divided to cover from 3 to 11 varieties of crops, animals or produce. The data derived from this questionnaire has been summarized below:

The total number of persons engaged in farming.

The length of time they have been so engaged.

The number of farms owned.

The number of farms rented.

The number of acres rented and the amount of rent paid.

The number of farms operated on shares.

The number of farms operated by hired managers.

The total acreage in Canada devoted to farming.

The acreage of improved farm lands.

The acreage of woodland in each farm.

The acreage unbroken, the acreage of pasture and the acreage of marsh in each farm.

The extent of crop failures, by acres, during 1920.

The number of acres in pasture during 1920 and 1921.

The number of fallow acres during 1920 and 1921.

The value of each farm, including buildings and improvements.

The separate value of buildings on each farm.

The value of implements, machinery, vehicles, harness, etc., on each farm.

The amount paid out during 1920 for fodder for domestic animals.

The amount paid out for manure and fertilizer.

The amount expended for field and garden seeds.

The amount of cash paid out for farm labor.

The estimated value of room and board furnished laborers.

The amount of purchases made from or through a farmers' co-operative organization.

Cereals & Roots

The number of acres sown, bushels produced and cash value of crops as follows: Wheat, Barley, Oats, Rye, Corn, Buckwheat, Beans, Peas, Flax for seed, Mixed grains, Red Clover, Alsike Clover, Other Clover, Alfalfa, Timothy, Other Grass Seed, Hay and Clover (cultivated), Millet and Hungarian Grass, Corn for ensilage, Prairie Hay, Grains cut for hay, Other fodder crops, Potatoes, Turnips, Mangolds, Carrots, Sugar Beets for feed, for sugar, Other Field Roots, Tobacco, Hops, Flax for fibre, etc.

The number of various kinds of fruit trees of bearing age, and otherwise, with the quantity and value of fruits produced by each in 1920.

The quantity and value of small fruits grown in 1920, with the number of acres per farm devoted to same.

The number of vines and total production of grapes.

The number of hothouses on farms with total square feet under glass, and the value of flowers, plants and vegetables produced.

The quantity and value of the following forest products produced on farms and either used or sold: Firewood, Fence Posts, Rails, Railway Ties, Telegraph or Telephone poles, Pulpwood, Logs for Lumber.

The number of maple trees tapped, and the quantity and value of maple syrup and maple sugar made in 1921.

The number, sex and age classifications of the following domestic animals: Horses, Mules, Cattle, Sheep and Lambs, Swine, Poultry, Bees; with number and value of animals slaughtered for home use or sale, or sold alive.

The number of cows milked, with the quantity and value of the milk, cream butter and cheese produced on each farm.

The number of sheep shorn and the weight and value of fleeces sold in 1920.

The number of eggs produced and the number sold in 1920, with the value of same.

The quantity and value of the honey and beeswax produced in 1920.

The number of tractors, automobiles, motor trucks, gasoline engines, telephones on each farm.

The number of farms having water connections.

The number having gas installed.

The number of farms wired for electricity.

The number and value of eggs, wool, lambs, poultry, cattle and horses sold in 1920 through a co-operative farmers' marketing organization.

The number of acres on each farm provided with artificial drainage, and the number of acres which could be made suitable for crops with drainage facilities.

The number of acres irrigated on each farm with the name of the enterprise supplying water.

Persons possessed of orchards, gardens, hot-houses, stables or barns, were subjected to a further series of 52 questions, from which the following information will be compiled:

The number of horses, mules, cattle, swine, poultry, hives of bees, and pure-bred animals in Canada, other than on farms, with the location in towns or in rural districts by townships.

The quantity of milk, butter, eggs, honey and wax, produced other than on farms.

The number of hot-houses, total square feet under glass, and the value of flowers, plants and vegetables produced in such establishments.

The number of trees and the number of bushels of the following varieties of fruit produced in 1920: Apples, Peaches, Pears, Plums, Cherries (other fruits to be specified).

The quantity of grapes, strawberries, raspberries, currants, gooseberries and other small fruits produced in 1920.

The average manufacturer, having glanced through this synopsis, is apt to observe—"This is allright, as far as it goes; but it doesn't go far enough. From these figures I should be able to get a pretty fair idea of my market; but what about outlets? All these figures deal with production. What about the selling end of business? Are we to get no information about that?"

A Mailing List

Right at this point the fly crawls into the ointment. The selling end of business has been grievously overlooked. The enumerators did get a complete list of every "going concern" in Canada; and that is about all. Whether the information will be compiled and classified is still problematical. At most it will merely amount to a list of firms engaged in the various lines of trade. The very meagre information gathered was merely intended for use as a mailing list for the Annual Industrial Census.

The Bureau now has, however, a mailing list of wholesalers and retailers, and could gather selling data by the same means as are used in compiling the Industrial Census, if enough pressure were brought upon the government to do it.

Secretary Trowern of the Retail Merchants' Association has already been to Ottawa to urge that a Census of Selling should be inaugurated. Similar efforts have recently been made in the United States, and a recent letter from W. M. Stewart, director of the United States Census, outlines the position of his bureau in terms so nearly identical with those advanced to MARKETING by Mr. Coats that the following paragraphs are worth quoting:

"It has at various times been suggested that the Census Bureau take a census of mercantile establishments.... We re-

Preliminary Announcement of Population—Sixth Census

The Dominion Statistician has thus far announced the popu ation of the following cities and towns as shown by the preliminary count, subject to correction of the returns of the Sixth Census, 1921. Adjustments on account of closed houses and absentees have yet to be made.

This information has been tabulated alphabeticall , by provinces and towns, for convenient reference.

	POPULATION			INCREASE 1921 over 1911	
	1921	1911	1901	Number	p.c.
Alberta					
Lethbridge	11.055	8,050	2,072	3,005	37.3
British Columbia					
Fernie	4,343	3,146	1,640	1,197	38.04
Vancouver North	9,987	8,196	....	1,791	21.8
Vernon	3,649	2 671	802	978	36.61
Victoria	38,775	31,660	20,919	7,115	22.5
Manitoba					
Brandon	15.359	13 839	5,620	1,520	10.98
Portage La Prairie	6,748	5 892	3,901	856	14.56
St. Boniface	13,816	7,483	2,019	6,333	84.63
New Brunswick					
Fredericton	8,081	7,208	7,117	873	12.11
Moncton,	13,167	11,345	9,026	1,822	16.1
Sackville	6,625	2,039	1,444	4,586	22.5
St. John	46,504	42,511	40,711	3,993	9.39
Nova Scotia					
Amherst	9,975	8,973	4,964	1,002	11.16
Halifax	57,674	46,619	40,832	11,055	23.7
New Glasgow	8,959	6,383	4,447	2 576	40.35
Sydney Mines	8,328	7,470	3,191	858	11.48
Sydney North	6,583	5 418	4,646	1,165	21.50
Truro	7,651	6,107	5,993	1,544	25.25
Yarmouth	7,062	6 600	5,430	462	7.0
Ontario					
Barrie	6.992	6,420	5,949	572	8.9
Belleville	12,163	9,876	9,117	2,287	23.16
Brantford	29,394	23,132	16,619	6,240	26.9
Brockville,	9,057	9,374	8,940	317	3.4
Chatham	12,301	10,770	9,068	1,531	14.21
Dunville	3,220	2,861	2,105	359	12.54
Eastview	5,327	3,169	...	2,156	68.03
Ford City	5,860	....	....	....	....
Galt,	13,210	10,299	7.866	2,911	28.26
Guelph	18,019	15,175	11,496	2,844	18.74
Hawkesbury	5,532	4,400	4,150	1,132	25.7
Hawkesbury Town	3,531	4,400	4,150	869	19.75
Ingersoll	5,118	4,763	4,573	355	7.5
Kingston	23,096	18,874	17,961	4,222	22.4
Kitchener	21,605	15,196	9,747	6,409	42.17
Leamington	3,675	2,652	2,451	1,023	38.57
Lindsay	7,542	6,964	7,003	578	8.30
London	60,685	46,300	37,976	14,385	31.1
Midland	6,984	4,663	3,174	2,321	49.77
Napanee	3,018	2,807	3,143	211	7.52
Orillia	8,910	6,828	4,907	2,082	34.9
Oshawa	11,552	7,436	4,394	4,116	55.3
Ottawa	107,137	87,062	59,928	20,075	23.1
Paris	4,365	4,098	3,229	267	6.51
Pembroke	7,873	5,626	5,156	2,247	39.9
Peterborough	20,989	18,360	11.239	2,629	14.31
Petrolia	3,139	3,518	4,135	379	10.77
Port Arthur	16,134	11,220	3,214	4,914	43.79
Preston	5,431	3,883	2,308	1,548	39.86
Rockland	3,495	3,397	1,998	98	2.88
St. Catharines	19,664	12,484	9,946	7,180	57.51
St. Mary's	3,843	3,388	3,384	455	13.42
Sandwich	4,419	2,302	1,450	2,117	91.96
Sarnia	14,637	9,947	8,176	4,690	47.15
Sault St. Marie	21,228	10,984	7,169	10.244	93.26
Smith Falls	6,828	6,370	5,155	458	7.2
Stratford	16,064	12,946	9,959	3,118	24.0
Thorold	4,823	2,273	1,979	2,550	112.18
Trenton	5,892	3,988	4,217	1,904	47.74
Walkerville	7,040	3,302	1 579	3,738	113.20
Wallaceburg,	3,992	3,438	2,763	554	16.11
Welland	8,677	5,318	1,863	3,359	63.16
Windsor	38,541	17,829	12,153	20,712	116.17
Woodstock	9,659	9,320	8,833	339	3.6
Prince Edward Island					
Charlottetown	12.329	11.203	12,080	1,126	10.0
Quebec					
Aylmertown	3,327	3,109	2,291	218	7.0
Cap De La Madeleine	6,728	....	....	....	....
Fraserville	7,714	6,774	4,569	940	13.87
Grand Mere	7,637	4,783	2,511	2,854	59 67
Hull	23.867	18,222	13,993	5,645	31.0
Joliette	9,036	6,346	4,220	2,690	42.38
Lauzon	4,973	3,978	3,416	995	25.01
Levis	10,479	7,452	7,783	3,027	40.62
Longueil	4,736	3,972	2 835	764	19.23
Magog	5,145	3,978	3,516	1,167	29.33
Matane, Village of	3,050	2,056	1,176	994	48.34
St. Hyacinthe	10,852	9,797	9,210	1,055	10.7
St. Jean	9,859	5,903	4 030	3,956	67.01
St. Lambert	3,871	3,344	1,362	527	15.75
Shawinigan Falls,	10,606	4,265	2,768	6,341	148.67
Sherbrooke	22,097	16,405	11,765	5,692	34.7
Three Rivers	22,317	13,691	9,981	8,626	63.05
Valley Field	9,180	9,449	11,055	269	2.84
Victoriaville	3,764	3,028	1,693	736	24.3
Westmount	16,587	14,579	8,856	2,008	13.8
Saskatchewan					
Moosejaw	19 175	13,823	1,558	5,352	38.72
Swift Current	3,492	1,852	121	16,40	88.55
Yorktown	5,153	2,309	700	2,844	123 17

cognize the importance of some definite information concerning the number and magnitude of the operations of the retail and wholesale merchants in different states, cities and counties, the statistics, of course, being presented as far as possible by the different lines of business.

"It would be quite an expensive undertaking to make a complete census of this character and the Bureau would not be warranted in undertaking the work unless there was some authority of law. The census of manufactures, as you probably know, is taken in compliance with the requirements of an act of Congress, and the same is true of practically all of the different enquiries now being carried on in the Bureau. I am afraid that the only way to have us take a census of mercantile establishments is to secure the passage of a law or resolution by Congress requiring the Director of the Census to make such an investigation. I believe that the information that would be contained in the report for such a census would be of great assistance to the executives at the heads of the business houses, irrespective of the particular line of industry or commerce in which they may be engaged. I thoroughly appreciate the importance of such an investigation and regret that there is no authority of law for the Bureau to engage in the work."

Mr. Coats is as anxious as anybody to complete the cycle of business statistics with a Census of Selling. When it was suggested that the machinery of his department was overwhelmingly concentrated upon statistics of production, to the exclusion of statistics of *distribution*, he advanced the opinion that distribution, after all, is merely another phase of production.

Filling the Gap

Such a view is in line with the most modern concepts of business. "Isolate any phase of business," writes one expert, "strike into it anywhere, and the invariable essential element will be found to be the application of motion to materials. This may be stated, if you will, as the simplest general concept to which all the activities of manufacturing, selling, finance, and management can ultimately be reduced."

Hence, if the main body of Statistics stops short at the point where the goods leave the factory, there is a considerable gap left uncharted and untabulated between the factory shipping department and the retail store.

According to Mr. Coats this gap will not be filled until strong and insistent demands are made upon the Dominion Government, supported with sound reasons for taking a census of distributive agencies. One of the objections to it is the disposition among business men to rebel at the

task of filling out forms. Manufacturers have not complied with the regulations of the Annual Industrial Census without some measure of ill-will having been created. And the same would probably be true of a great many retailers and wholesalers if they were asked for annual reports of their business transactions. Moreover, Mr. Coats pointed out, many retailers have primitive methods of keeping accounts, and under the circumstances the information gathered might very possibly be of an unreliable and sketchy character.

Manufacturers who really desire such information will be glad to learn, however, that they have a friend at court in the person of the Dominion Statistician, who feels that any system of statistics must of necessity be lopsided unless it embraces all of the motion applied to materials from the moment they are harvested from the bosom of Nature to the moment when they reach the hands of the ultimate consumer.

* * *

WHAT WE ARE DOING TO INCREASE SALES

Canadian Paint and Varnish Manufacturers plan to extend their "Save the Surface" campaign over four years. Objective is to double output of industry by 1926. Canadian slant to be given to all advertising appearing in Dominion newspapers

By J. L. Love

FOR the fourth year in succession the Canadian paint and varnish manufacturers, in conjunction with their confreres in the United States, will conduct a "Save the Surface" campaign through national advertising. For three years this campaign has been so successful that the trade slogan, "Make 1922 the Greatest Paint and Varnish Year" has been adopted with enthusiasm as the first step towards doubling the industry by 1926.

"It's rather a tall order, is it not, to double an industry in four years?" a large Canadian paint manufacturer was asked.

"Yes—if you are facing a glutted market," was the unhesitating reply, "but 'Save the Surface' campaigns so far have surprised the best informed amongst us as to how large the market actually is. Practically everybody is a prospect for paint and varnish. The market is unlimited if we can but educate potential consumers into becoming actual users of our products. That is the object of the campaign, and it is succeeding beyond a doubt."

A Case in Point

"We haven't done more than touch the fringe of our field," was another comment. "Not more than one-tenth of the property throughout the country is adequately protected by paint."

"I recall an instance of the good work being done in this connection by the 'Save the Surface' campaign," continued the speaker. "Just before the war a friend of mine put up a sheet iron shed at a cost of $16,000. Later, the shed was valued at $45,000. On the same day that he read the valuer's report, my friend noticed one of the campaign advertisements in a daily paper. In view of the enhanced value of his property, he decided that it would be a good investment to give the shed a coat of paint. But for the argument in the advertisements, that paint is a great preservative, he would have allowed the deterioration of the building to continue."

In view of similar encouraging facts from all over the country, the Canadian paint men are preparing to co-operate heartily in the new campaign for 1922, and they are determined to achieve the objective and make the new year the "biggest yet."

"The Biggest Yet"

An advance copy of a bulletin for manufacturers, received by Marketing from 'Save the Surface' headquarters in Philadelphia, outlines very fully the plans and proposals for 1922. The pamphlet emphasises the fact that success depends upon careful planning during the remaining months of 1921. Its answers to the question, "What Shall I Do?" are so sound, and their application so general, that more than cursory reference to them is justifiable.

"Compete less and co-operate more" is the first note struck. "By putting team-work before self, each organization will go a long way to make 1922 the greatest paint and varnish year for their companies. Competition is the life and zip of trade, but through co-operation the greatest development of an industry is possible . . . No single manufacturing organization, through its own efforts can find as high a place in the sun, by playing the game alone, before its own private grandstand, as it would reach through perfectly co-ordinated team play."

An interesting comment on this ideal was made to Marketing's representative by a Canadian paint manufacturer, who said:

"We should be glad to see the other fellow sell four times as much paint as a result of this campaign, because it would mean that we were doing the same. That is the idea—to teach the public to use paint and varnish more adequately. The campaign goes no further than this. Beyond that point, it is up to each manufacturer to step in and make the most of the situation created. The market is big enough to enable each of us to double his output—and then some!"

Increased Markets

The primary object of the campaign is the sale of the *need*, states the bulletin. United effort expended to educate the public to the value of surface protection will so broaden the market for the products of the industry that the manufacturer can devote himself to the other two elements that comprise a sale—that is, the sale of the seller or company, and the sale of the product or brand. Results to date, it is claimed, show that every dollar invested in this team work has brought a return in increased markets for paint and varnish which could not possibly have been attained by any single manufacturer.

Just where individual responsibility for reaching the goal should be placed is clearly indicated. The functions of the various departments must be defined, carefully keeping before each the objective of the organization as a whole. Methods should be outlined, and things de-

"Save the surface and you save all"- Paint & Varnish
The historic Assembly House, Salem, Mass., identified with stirring Colonial affairs. Built in 1680. Washington led the first dance here on one notable occasion
A 238 Year War
HOW many successive times have the warring elements beaten upon this house in the 238 years since it was built?
No one can say, but everyone can see the wonderful preservation of this house, through surface protection, despite all it has gone through in over two centuries.
If equally well protected, our modern houses should last as well. So will property of almost any kind — from a city garage to a country barn — from an office desk to a library table, or the metal trim of buildings, or your front hall floor.
Some surfaces may need one kind of surface protection, and some another, but they all need surface protection.
It is at the surface that trouble begins, that rust attacks iron — that decay attacks wood — that wear attacks surfaces subject to friction. All these allies of Destruction hunt for an opening at the surface. Surface is the frontier — the point of attack.
When we once picture all the active enemies of property, we appreciate the significance of the expression
"Save the surface and you save all."
We have prepared a book which you will find as interesting as it is valuable. It will tell you some startling new things about preventing loss through surface protection. Thoroughly illustrated. Send for a copy. Address Educational Committee, Save the Surface Campaign, Room 632, The Bourse, Philadelphia.
Photomicrographs showing the characteristic grain or different kinds of wood, and cellular structure and pores. These millions of paint give judgment for absorbed moisture if there is no surface protection.
The screens of your house are subjected to a constant flow of air currents, much of the time heavily laden with moisture. The moisture clings to every strand. It collects in beads. If the wires are encased in protective coating your screen will not rust. Only reasonable care is needed to keep screens indefinitely.
THIS ADVERTISEMENT
is issued by the Educational Committee representing the Paint, Varnish and Allied Industries, whose products, taken as a whole, serve the primary purposes of preserving, protecting and beautifying the innumerable products of the lumber, metal, cement and manufacturing industries and their divisions.
"SAVE THE SURFACE AND YOU SAVE ALL"- Paint & Varnish
WOOD SURFACES
PLASTER SURFACES
CONCRETE SURFACES
MANUFACTURED PRODUCTS SURFACES
METAL SURFACES
BRICK SURFACES

"Save the surface and you save all" Paint & Varnish
A quaint U.E. Loyalist House on Bath Rd., near Kingston, Ontario. Built 1793 by Wm. Fairfield, a pioneer of Ernestown. The house has been occupied for four generations and is in a fine state of preservation.
A 126-Years War
HOW many successive times have the warring elements beaten upon this house, in the 126 years since it was built?
No one can say, but everyone can see the wonderful preservation of this house, through surface protection, despite all it has gone through in well over one hundred years.
If equally well protected, our modern houses should last as well. So will property of almost any kind—from a city garage to a country barn—from an office desk to a library table, or the metal trim of buildings, or your front hall floor.
Some surfaces may need one kind of surface protection, and some another, but they all need surface protection.
It is at the surface that trouble begins, rust that attacks iron—decay that attacks wood—wear that attacks surfaces subject to friction. All these allies of destruction hunt for an opening at the surface. Surface is the frontier—the point of attack.
It is when we once picture all the agents of property deterioration as an ever-ready enemy waiting to spring at any opening offered, that we appreciate the significance of the expression:
"SAVE THE SURFACE AND YOU SAVE ALL"
THIS ANNOUNCEMENT is issued by the Canadian Save the Surface Campaign Committee, for the purpose of educating the public in the Preservation and Protective value of Paint, Varnish and Allied Products for the Conservation of Property, and has received the approval of the Canadian Trade Commission in the following words:
"The realization of the above objects will lead to employment during the Reconstruction Period and bears our entire approval."
THE CANADIAN TRADE COMMISSION
Commissioner
"SAVE THE SURFACE AND YOU SAVE ALL" Paint & Varnish
WOOD
PLASTER
CONCRETE
MANUFACTURED PRODUCTS
METAL
BRICK

Showing how "Save the Surface" advertising from the United States is Canadianized

cided on should be done and done on time.

When the 1922 objective has been officially set by each company the duty of making good rests upon the sales department. This may mean giving more attention to selling the need, and less attention to the purely competitive type of salesmanship. The most careful analysis of territorial and general 1922 conditions must be made before sales can be soundly directed. Such analysis will show what each territory should, and will make possible the setting of quotas. To double the industry by 1926, each year must show an increase of twenty-five percent. The wise sales manager will concentrate on weak spots, spending less attention on the star salesmen, and giving a helping hand to the new men, or the man who for one reason or another is not making good. Salesmen will be informed in writing of the sales policy for each line, and of the selling policy to jobbers, dealers, master painters and large consumers. They will, further, be trained to train their trade in the art of selling. This will mean more time spent in each town and more frequent visits to each town. It will mean patient work with "dealers who *handle* paint but do not *sell* it, and with master painters who wait for the phone to ring instead of wearing out the phone book themselves." Such a salesman never wears out his welcome or falls below his quota.

Very full suggestions are given for the guidance of the advertising department, whose chief value, says the bulletin, lies in its initiative. Some of the essential matters for consideration are:

The size of the advertising appropriation—is it large enough to make a record year?

The effect on the organization—will it stimulate maximum effort?

The effect on the trade—will it enthuse the trade?

The effect on the consumer—will it make him use more paint and varnish than ever before?

"Save the Surface" slogan cuts will be procurable for use on every conceivable kind of publicity in a great variety of sizes, in white, grey or black stroke brush, so that they can be used appropriately in any kind of composition.

What the Public Thinks

"Business relationships, after all, are mental," concludes the pamphlet. What the public—what the customer—thinks about us and our products is the determining factor in what we sell to that public, and to that customer. The amount of paint and varnish we sell, in the last analysis, depends upon what the public thinks. Our advertising is a great determining factor in what the public thinks about our product, about our individual companies, and about our entire industry."

In Canada, the Canadian "Save the Surface" Campaign Committee is working hard to ensure the success of the 1922 slogan, "Make 1922 the Greatest Paint and Varnish Year." While the main outlines of the campaign will follow those issued from Philadelphia, there will be no slavish imitation of the American advertising. Copy and illustrations from the south will be carefully scrutinized for Americanisms that are pointless or possibly harmful in Canada. Copy that may feature Brooklyn Bridge with perfect propriety in the United States will picture the Quebec Bridge in Canada. This policy has been followed successfully in much of the advertising placed by the Canadian Committee in past campaigns. An illustration of a frame house at

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BETTER BUSINESS LETTERS*

10. Building Up A Trade Promotion Department

Trade Promotion Department a vital factor in making new connections. It creates business, helps salesmen, establishes permanent goodwill and resurrects "dead" customers. Success depends on right kind of sales, service and "boost" letters

Written for Marketing by Louis Balsam.

IT wasn't so very long ago that the big advertising agencies of the United States and Canada used to look upon direct by mail activities, especially the letter writing end of it, with a good natured contempt. Today some of the biggest advertising agencies on the continent have not only inaugurated direct mail departments, but have gone so far as to send their own representatives to the offices of their clients to inaugurate trade promotion departments and Better Letters campaigns!

Rightly used, the trade promotion department of any institution can be a vital, if not *the* vital factor to bring in the very much needed new business of the present day.

There are four distinct things that a trade promotion department can do to bring in business:

(1) Create business itself by using the right kind of form letters, mailing picces, etc.

(2) Help the salesmen add to their volume by keeping the prospects very much aware of the product, by continuous form letters, broadsides, etc.

(3) Establish a permanent good will for the house by the creation of service letters whose object is, first, serving the customer and, second, sales.

(4) By concentrating on those customers that are considered "dead" and no longer visited by salesmen.

The trade promotion department need not be a very elaborate affair at first. It can start, if necessary, with two people, a good correspondent, and a stenographer. It can then expand as rapidly as circumstances warrant.

"Boost" Letters

The backbone of a good trade promotion department, as experience with over 200 concerns has demonstrated, lies in the sending out of the right type of sales, service and "boost" letters.

The very first thing we must consider in the inauguration of our mail sales or trade promotion department is our list of names.

Too many concerns spend a lot of good money working up dealer campaigns and unusually fine form letters series, only to find their efforts bringing mediocre results because the list was either bought blindly or gotten together in a careless, sloppy manner that made anywhere from 20 to 50% of the names worthless.

It pays and pays well to spend a lot of time and effort on one's mailing list. There are many ways that a good mailing list can be obtained. One of the most popular methods is that of buying it from a house that you can depend on.

Even the best house in the world, though, cannot give you as good a service as you can get by building up your own lists—if you have the time and energy necessary.

Making the List

So much can be said about the construction of a worth while mailing list, that it would take several articles of this kind merely to discuss that factor alone. Here, though, are three good, time-tested sources of mailing lists:

(1) The list of property owners or tax payers that can be secured from the Government, local or national.

(2) List of members of exclusive clubs, special organizations, country clubs, etc., etc.

(3) Lists of automobile owners, and others who own luxuries or necessities that involve the spending of fairly large sums of money.

When it comes to securing lists of the so-called middle class, or those to whom we want to sell products that retail for comparatively small amounts of money, there are few things better than bona fide telephone directories, authoritative city directories, lists of farmers, school teachers, clerks, etc., etc., but I am getting into the subject more deeply than necessary, for the present article. There have been some fine things written on the question of mail order lists, and I think, recently, one or two books on the subject. They are well worth the study of anyone seriously contemplating the inauguration of a mail sales department.

Once we have a worth while list in our possession, two things must be kept eternally in mind:

(1) The constant necessity of keeping our lists up to the minute. It would amaze those who had no experience with lists to realize what a short time it takes for the average list to become anywhere from 25 to 50 per cent. worthless!

(2) The necessity of systematically adding new and worth while names.

Every mailing list should be divided into two distinct classes:

(1) Those people whom salesmen call upon.

(2) Those that can be reached only by mail.

With this as a starting point, we are ready to lay out a constructive program, embracing at least one year of concentrated effort.

And right here, let me make this point as strongly as I can. That unless you are prepared to go into the thing thoroughly and work it for *at least one year*, you are not giving the department a fair chance. Too often executives conceive the brilliant idea of starting a sales promotion department and try the thing out for three months, only to decide that "it doesn't pay." They might just as well have saved their money in the beginning as to give the new departure such an unfair chance to produce. It takes at least a year of concentrated planning and real thought before the trade promotion department begins to bring better than average results. After that, though, if the groundwork has been carefully planned, this department will go on bringing business year after year.

The Campaign

Now for the campaign itself. In every case where a customer comes into contact with our salesmen we ought to have a set procedure regularly followed. Someone who can use his brains should be made definitely responsible to see that it is carried out from start to finish. One that I have used very successfully centered about the following seven steps:

(1) A distinct series of letters, varied from time to time, sent to every customer to pave the way for the salesman's

*Copyright Canada 1921 by W. A. Lydiatt

call. These letters embody almost exclusively a friendly service note. They insure the salesman of a much better than average welcome for his visit and serve to tie up the house, the salesman and the customer in a way that few other concerns without this special letter service could ever hope to attain. Often customers have written in of their own free will, that were it not for the letters preceding his visit, the salesman would never have received the order.

Too much attention cannot be paid to the wording of these letters.

(2) A distinct series of letters, varied from time to time, following up the salesman's call, whether he received an order or not. These letters should have a subtle undertone of appreciation, and should contain a strong service note.

(3) A well planned letter sent between salesmen's calls. The chief object of this letter would be to sell some definite item upon which the concern happened to be specializing at the time.

(4) A series of distinct good will service letters at the right intervals. One of the biggest department stores in America has been using this plan for years. The chief object of these letters is primarily not to sell but to make the customer feel that we are interested in serving him in any way that lies in our pewer.

(5) A distinct series of letters to those customers whose orders are falling off. Object, finding the cause and removing it, wherever possible.

(6) A letter of a distinctly different kind to those customers, the size of whose orders are constantly increasing. It should be one of those encouraging, friendly letters that show we are watching his business develop and we appreciate his confidence in us. It is really wonderful to see the effect this type of letter has on a man who already believes in our policies and in our way of doing business.

(7) A very skilfully planned series of letters, perhaps four in number, sent to those customers who have quit doing business with us entirely. A well known manufacturer of clothes sent such a letter to 1200 "dead" customers two years ago. Four hundred came back into the fold!

For *prospects*, or those not visited by salesmen, four types of letters could be used—at least I have used these four types to very good advantage:

(1) A letter designed to get the "lead." This letter, of course, is one that tends to "feel out" the customer definitely and solicit a friendly response. Many concerns use the information they get in this manner, in two ways. They either follow it up in their mail sales department, or pass it on to the salesmen for final action.

(2) Deliberate sales letters to prospects that salesmen have been unable to do business with and, therefore, no longer call upon. Very often the same argument given by a salesman whose personality may grate upon the listener, will have just the opposite effect on a customer who will often buy because the logic has convinced him. The right kind of letter, here, is capable of doing a great deal of good.

(3) Deliberate good will or service letters.

(4) Letters to prospects, who were former customers.

In the territory not covered by salesmen we have, of course, a distinctly new problem. It is not new in the sense that it is unusual but in that it deals with differing conditions.

In addition to the four types of letters we have just discussed there could be a series of anouncement letters that would contain such information as change in prices, special offers, etc.

There could also be a fifth series that could be sent out on special occasions, such as holidays, inventory periods, etc., etc., to announce the sale of merchandise, that would have a particularly timely appeal.

As a last resort, many companies have successfully used the "trial offer" letter which offers the customer an opportunity to see the goods and place them on his shelves for a stated period before he accepts the merchandise altogether.

A Series of Ten

These suggestions, of course, do not pretend to give the complete working details for the carrying out of the mail sales department. They do, though, contain the nucleus upon which such a department could be and has been successfully founded. Here is a concrete example of how the Sherwin Williams Paint Company sales promotion department used a similar series of *ten* letters, mailed ten days apart. They were *unusually* successful.

Letter No. 1 is a general "thank you" letter and welcomes the agent into our organization.

Letter No. 2 gives him suggestions for the proper display of the goods, such as shelving arrangements, display cases, etc.

Letter No. 3 tells him how to use the advertising display features we sent with his opening stock order.

Letter No. 4 tells him about our national advertising and how he can cooperate with us to get the full benefit of our national advertising in his town.

Letter No. 5 takes up our sales promotion service and how our owner circularization will secure business for him.

Letter No. 6 tells him about our special decorative service and how to co-operate with that department.

Letter No. 7 gives talking points on our various products.

Letter No. 8 takes up the personal work our representative will do whenever he calls on the agent, such as selling property owners, etc.

Letter No. 9 asks the agent if there is anything we can do to increase his knowledge of our proposition.

Letter No. 10 sums up the entire proposition.

Too often, the great trouble with businesses that inaugurate departments to increase sales through correspondence, is that they have not proceeded on any definite plan. A very wise person was once asked by a young man what to do in order to gain success. The wise man replied "first plan your work, then work your plan." This epigram, nearly a hundred years old or more for all I know, is as true today as it was then. It applies with a very distinct force to the workings of a mail sales department.

I have had businessmen tell me that they are "through with" trying to do business by mail. One gentleman in particular was pretty certain that it couldn't be done. He knew it couldn't because he had tried it himself.

When I asked for details I found that he had ordered one of his complaint correspondents to shoot out a sales letter every once in a while! Further investigation showed that the correspondent had originated and sent out exactly three letters on articles of a widely varied appeal, to a list two and a half years old, in a period stretching over eight months.

It was upon these facts, in this exhaustive test, that the executive knew "it couldn't be done." Yet, just two blocks from where he was located, a young man scarcely over 35, who had been in business only four years, as contrasted with the seventeen of the older man, was doing nearly a million dollar's worth of business more, directly because of the form letter campaign he had been using effectively for nearly two years.

Every one is, doubtless, familiar with the department store in a small Iowa town of 5000 population that sold goods to 21,000 people in 1920, and did a business of nearly two million dollars.

Mail sales, through an effectively conducted systematic trade promotion department, was responsible for over 75% of their trade.

An Idea

Not many years ago a farmer in the same state was suddenly stricken with a very serious case of paralysis, which totally unfitted him to carry on his farm duties. In less than a year pretty nearly all the money he had saved up in the past several years, was spent in running the house, paying doctor

bills, etc. He was in desperate straits.

He conceived the idea of selling sausages, made by his wife and daughters, to neighboring farmers. In a short time his sausages earned for him a local repuation. Life began to look a good deal more cheerful, his brain became more active because he saw increased possibilities of becoming a useful citizen, in spite of his handicaps. He purchased a typewriter and by using the only two active fingers he had, he began to send letters to neighboring counties, advertising his wares. Today this man's sausages are sold throughout the middle west to people in every walk of life. He has one of the finest mail order departments in America, and is still using the same set of form letters that started him on the road to prosperity several years ago.

In an article he wrote recently for one of the American business magazines, he attributed a great deal of his larger success to the fact that first he planned his letter campaigns very thoroughly, then having done so, he saw that the system was strictly carried out.

The Mechanical Element

There remains but one further factor to consider in the launching of the mail sales department. It is the mechanical element. Just as as it is possible for the best letter in the world to lose its effect if it is typed by a careless stenographer on wrinkled paper and enclosed in a dirty envelope. so is it possible for the best mail sales plan ever devised to fall flat unless essential mechanical factors are taken into thorough consideration.

A great deal of the care necessary to insuring correct mechanical handling, can, of course, be altogether eliminated by having our form letters handled "on the outside". There are very many splendid letter shops throughout the United States and Canada that completely relieve sales promotion departments from the mechanical burdens. These shops will do everything from "processing" a letter, to making excellent facsimilies of signatures, to filling in names and addresses. They will even enclose, stamp, and mail the letters, when requested. For the average, medium sized concern, I, unhesitatingly, suggest that all the mechanical element of their sales promotion department be left to competent outsiders, who make a life work of this particular thing, and whose costs, all things considered, are decidedly less than might be spent on doing the work at home, in a way that naturally could not give as perfect results as when it was done by experts.

On the other hand if your concern is large enough to warrent the purchase of form letter outfits and you can make pretty certain that the people you hire to do the work are competent, by all means install such an organization into the new department.

One of the most important things in the mailing of form letters is to see first that they get out on time and, second, that the actual physical work folding, enclosing, filling in, stamping, etc., be done neatly and painstakingly.

Nothing tends to disgust the average business man more than to receive a letter supposedly personal, filled in in a way that is painfully obvious and folded in a slipshod, disreputable way that is really an insult to the reader.

It is interesting to note from countless experience, how apparently insignificant things, such as improper folding, improper filling in, etc., often completely destroy the chances of even a good letter to put over its point.

The matter of keeping the files in good condition, of ordering letter writing supplies several months in advance, are too obvious to need more than mention. It is a very disagreeable experience, though, to plan a certain letter campaign, to have everything ready, only to find that instead of having fifteen or twenty thousand letterheads on hand, as you had hoped for, only three thousand were available and the rest couldn't be printed until two or three weeks hence. The right kind of mechanical routine system in sales promotion departments will obviate such possibilities.

Keep Records!

And now for a factor that is perhaps more important than almost all the others put together: That of keeping an accurate record of the results our form letters secured. So few executives do this that I cannot help feeling what a wonderful thing optimism really is.

What shall it benefit a manager to have the finest mail sales department possible, to have a really worthwhile set of letters, if he is unable to tell his chief a few months after the series has gone out, just how resultful or otherwise the campaign has been.

If we were to ask the average executive in charge of a small sales department what results he had gotten out of a certain campaign, the chances are that he would tell you that the results were "pretty good, Bill," or "Fair," or, "Rotten." In other words, you are pretty nearly sure to receive a glittering generality for an answer.

On the other hand, contrast this with the man who keeps an accurate tab of his results. Contrast this with the distinct pleasure it gives a man to be able to say two months after he launched a campaign of 5000 letters, that he had received 1100 replies the first week, 150 replies the second, and 50 replies the third week, and ten the fourth after the letter was sent. Picture the situation, too, of the same man when he was able to announce later that of 1300 replies his men had been able to secure an order of some kind from over 900 of them.

This man could then sit down and with the facts before him, know exactly how much it cost to produce each order and whether the campaign, in view of these facts, should be tried again on a different list or no.

Concrete Facts

This man had cold, hard concrete facts and was able to build upon this structure a useful future mail sales policy that is today bringing in the finest kind of results.

By all means, let's keep a record of the letters we send out and let's find out just what each letter can do before we try a new one.

One can't stress too strongly the fact that this is the day of order makers, not order takers. It wasn't so very long ago when all that a merchant had to do was to let it be known that he had a certain amount of desirable goods on hand and he would have all the buyers he could take care of very soon afterwards.

Today, the buyer has to be hunted down. Today, purchasers don't buy in the mass but in single units. That is why the sales promotion department with the right kind of letters addressed to individuals, is bringing greater results in certain types of business than all the other forms of advertising put together can ever hope to do. That is why it is so essential in work of this kind to keep accurate results in order that the money spent in this endeavor be made to bring in the greatest possible returns.

In my next article we will discuss specific ways and means of spreading the gospel of Better Letters in your own office.

HOW "PALMOLIVE" IS KEPT ON THE MOVE

The Palmolive Company of Canada is reaping the reward of carefully laid, tried and tested policies that have been adhered to in lean times as in fat. Each month this year has shown an increase in sales—and next year's advertising appropriation is larger than last.

A FULL order book and an empty warehouse are the heavenly twins devoutly sought these days by all sales managers not a few of whom are succeeding in accomplishing the double event. Some have reached their goal by expediency methods devised to meet abnormal conditions; others, by the simple process of reaping the reward of carefully laid, tried and tested policies that have been adhered to in lean times as well as in fat. Conspicuous amongst the latter is the Palmolive Company of Canada, Toronto.

A plant that is working to capacity, whose output is oversold for some time ahead, and whose warehouse cannot produce even a mixed carload of the ten to fifteen lines manufactured, is sufficient of a rarity today to warrant a glance in passing. It compels one to speculate on what manner of sales wizardry is being exercised to compass such a result. So, a Canadian Palmolive representative was button-holed by MARKETING and asked to explain why his organization should be favored above its fellows, in a day of alleged depression, with a fat order book and a lean warehouse.

The official looked frankly puzzled. Apparently the happy condition referred to was chronic. Clearly, the soap that keeps that schoolgirl complexion knew naught of slackening demand or charges for storage.

"You must have put on some very effective 'stunt' with your dealers to be in this enviable condition?" insisted MARKETING, pointing to a pile of orders on the desk.

"Absolutely no," was the emphatic reply. "We are never overloaded with manufactured stock. Palmolive is constantly on the move. Just at present we are considerably oversold. Each month this year has shown an increase in sales over the previous month and also in comparison with the corresponding month of last year. That, however, is a normal experience."

"There's a reason," suggested the interviewer.

"We have reduced our prices considerably—about twenty per cent." was the concession, "but we are not alone in that. Without showing discrimination between the big and the little fellow, we have always endeavored to cultivate the family spirit amongst the dealers. Price slashing by retailers is an evil which all concerns handling a product like ours have to contend with, and we have tried hard to obliterate the evil. There is no law to prevent the practice, and the most we can do is done by goodwill agreement. Our efforts in this direction have met with considerable success, and the retailer knows that the Palmolive Company is behind him in his natural desire to secure a fair price. There is nothing on this side comparable with the Anti-Price Cutting League in the Old Country whereby the makers of largely advertised proprietary articles refuse to supply any store selling their goods below a stated price. Such a scheme would probably be impossible in Canada, but our experience shows that the manufacturer can do much to mitigate an undoubted evil. At least, our endeavors to lessen price-cutting have won us a gratifying amount of retail goodwill which certainly explains, in part, our bulging order book."

Palmolive has been extensively advertised in magazines, and some farm papers are now included in the list. This is a specimen of current magazine copy.

FREE
A 10-Shave Tube of Palmolive Shaving Cream
At the Stores listed below
1,000 Men Were Asked
"What is your conception of the ideal shaving cream?"
PALMOLIVE
Shaving Cream
10-Shave Tube Free

Newspapers are utilized for special campaigns, such as introducing new lines and boosting slow sellers. One such advertisement is reproduced.

CO-OPERATION THROUGHOUT ORGANIZATION

"Another factor in our success," continued the speaker, "is that our entire staff works as one man for the Company's welfare. We have a well-satisfied family, in the office, in the plant, and on the road. The result is a maximum efficiency throughout. Co-operation is the keynote from beginning to end, between officials and departments, and right down the line to, and including, the dealers. It is possible for the humblest employee to become a stockholder. He deposits so much a week and when he has paid in $50 the Company hands him a $100 share. Against this share he can borrow $90 in case of sickness. Should the employee leave the Company's service, his shares are taken off his hands at par. The scheme is voluntary, but very few employees fail to avail themselves of it."

"I notice that your advertising campaign for next year has been placed," remarked the interviewer. "Can you tell me if there is to be any marked change in your advertising policy?"

"There will be no change," was the answer, "beyond the fact that the appropriation this year is larger than last. This is in accordance with our policy of extending and intensifying our publicity each year. Next year's budget is over $2,000,000, a considerable increase on the

18% More Circulation

27% More Circulation *Revenue*

Readers of The Globe are not only ***increasing in numbers,*** but they are ***EACH paying today more money*** for the privilege of reading The Globe than ever before.

During the last twelve months, the ***INCREASE*** in circulation has been from 85,000 to over 100,000 per day, or more than 18%.

During the first nine months of 1921, The Globe's circulation ***revenue INCREASED*** over the same period of 1920 by more than 27%.

Most of the new readers of The Globe live in Toronto. The City News Edition is attaining a great popularity.

In The Globe's subscription lists are no "subscribers" who bought an apron, an atlas, or a glass water set, and ***received the paper on the side;*** nor are there blocks of "names" purchased from moribund newspapers.

The Globe's 100,000 circulation is the largest circulation ever *GAINED* by a morning paper in Canada.

This increase in revenue from subscribers helped when The Globe reduced its general advertising rate in April. Only a few Canadian papers have been in a position to follow this lead.

The Globe's General Advertising Rate is constantly decreasing because the circulation of The Globe is constantly growing. The rate is lower today than in 1920—a year ago the milline rate was $2.11; today it is less than $2.

The Globe
TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

figure for 1921, and for 1923 the sum will be more still—probably an additional fifty per cent."

"Canadian mediums will get their usual share?" the speaker was asked.

"Yes, about one-third of the total. In the case of the American magazines circulating in this country, the Canadian office will pay its share pro rata. That is to say, the cost of advertising carried by the *Saturday Evening Post* will be shared by the two companies in proportion to that periodical's circulation in the United States and Canada. In addition, there will be a large appropriation for distinctively Canadian mediums. We use practically every medium except the street cars. Posters, and space in newspapers and magazines, will be used as generously as, and even more than, before. Newspapers will be utilized for special campaigns such as introducing new lines, boosting slow sellers, and for special drives. At present our busiest line is toilet soaps, but we also have ten toilet preparations, as well as castile, laundry, industrial and textile soaps. We plan to keep the entire family moving out of the warehouse by advertising."

"We have found it an excellent plan to make our best sellers advertise some other line in the family. For example, each cake of Palmolive that goes out carries inside its wrapper a small folder drawing attention to one of our toilet preparations, such as shaving cream, vanishing cream or talcum powder. These folders are printed on the premises and the wrapping machine that puts on the well-known wrapper and band puts the enclosure in automatically. In this way the large advertising appropriation spent on the toilet soap is spread over a number of items. The folders are printed in French and English so that no matter where a cake of Palmolive goes in Canada it helps to spread the good news of Palmolive products."

"Have you any new ideas for posters?"

The official shook his head and smiled.

"Our Keep-that-Schoolgirl-Complexion posters are too satisfactory to justify any radical change. Most emphatically, they deliver the goods. Different girls may come and go but the slogan looks like going on forever. Our posters have trade-marked the phrase "Schoolgirl Complexion." The slogan, the girl and the package form a selling trinity that, probably more than anything else, is keeping our order book filled."

"I do not know if I have satisfied your curiosity," concluded the speaker, "but if there is a prescription for sick business, I would say it is this —Don't let so-called bad times scare you into cutting down your advertising appropriation below the safety line. What is the safety line? Well, in our case, we have always found it to be a little higher than the last."

Palmolive posters have long been a feature on the boards because of the very beautiful "pretty girl" paintings which usually identify them. This one is at present being displayed in Canada.

* * *

Affairs Of Audit Bureau In Fine Shape

That the value of the work of the Audit Bureau of Circulations was now almost universally recognized, and that members had the fullest confidence in the conduct of its affairs by the management and Board of Directors, was the outstanding feature of the Seventh Annual Meeting of the Bureau, held in Chicago on October 27th and 28th.

The membership had increased in the past year from 1518 to 1793, including a net increase of 64 in the publisher-members, despite the losses due to consolidations and "deaths" among publications during the year. Of the present total membership, Canadian advertisers, agencies and publishers number 256.

It was evident at the meeting that the membership is thoroughly satisfied with the conduct of its affairs. The various divisional meetings were all reported as "most harmonious," and the only recommendation presented to the general meeting came from the Business Papers Division, and dealt with the membership in the Bureau of "free circulation" publications.

This provoked a lively discussion for a time. The contention of the Business Papers Division was that the regulations of the Bureau should apply alike to all the members in each division, whereas "free circulation" publications were, by necessity, exempted from complying with most of the requirements of other business papers. The discussion had only commenced to get interesting when it was proposed and passed that the matter be referred back to the Board of Directors for consideration and action.

Further confidence in the Board was expressed by the re-election of Directors whose terms had expired, as follows: W. laughlin, Armour & Co., Chicago (re-elected); B. H. Bramble, Canadian Chewing Gum Co., Toronto, Can. (re-elected); S. R. Davis, General Electric Co., Schenectady, N.Y. (relected); L. B. Jones, Eastman Kodak Co., Rochester, N.Y. (re-elected); E. E. Taylor, Carnation Milk Products Co., Chicago; Walter Hine, Frank Seaman Co., New York, N.Y.; W. A. Strong, The Daily News, Chicago; S. R. Latshaw, Butterick Publishing Co., New York, N.Y. (re-elected); Neff Lain, Pennsylvania Farmer, Philadelphia, Pa. (re-elected); E. R. Shaw, Tower Plant Engineering, Chicago (re-elected).

The banquet on Friday evening was a most enjoyable affair. About five hundred attended, crowding the La Salle banquet hall to capacity. The speakers were: Governor Henry J. Allen of Kansas, publisher of the Wichita *Gazette;* Colonel Luke Lea of the Nashville *Tennessean* and Dr. Theodore G. Soares of the University of Chicago. Elaborate entertainment was provided by a galaxy of theatrical stars from the local theatres, including: Frank Bacon, of "Lightnin'"; Gertrude Vanderbilt, of "Gold Diggers"; Ann Pennington, of George White's "Scandals"; Constance Penny, of "Benson's Marigold Revue"; Nan Halperin, from "Midnight Rounders"; Olga Menn, soprano; the London Palace Girls from "Tip Top"; Margaret Hastings and chorus and Burke and Lillette, from "French Frolics"; Dorothy Jardon, former Chicago grand opera star, now in vaudeville; Six Brown Brothers and the Duncan Sisters from "Tip Top."

* * *

New copy for the Dall Real Lace Company has recently been sent out by Crawford-Harris Advertising Service, Vancouver, B. C.

Sales Above 1920 In This Store

"Our sales to the end of October are well above our 1920 volume for the same period. Apparently London has not felt the depression as some cities have. Certainly this store has not. Aggressive advertising has enabled us to top the phenomenal peak of last year's business.

"We wish national advertisers would realize that London people are still buying. This store keeps close tab on national advertising running in the local newspapers. Our policy is to take full advantage of national schedules by running copy in our own space to link up with the publicity of manufacturers in this territory. We believe that a resumption of such advertising would result in better business for all concerned."

——T. P. ELLIOTT,
Advertising Manager, Smallman & Ingram.

This big department store *wants* to help you—*you*, the national advertiser. Using large space for themselves in *The London Advertiser* they know that advertising pulls and pays in this territory, even in times like these. They are prepared to help localize your national copy by running a panel in their own space on the days your advertising appears. Forget the bugaboo of depression. Remember that London scarcely knows what it means.

The London Advertiser

LONDON ONTARIO

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

H. B. Muir
Managing Director

United States Representative—
CHAS. H. EDDY CO.,
New York, Boston, Chicago.

MAKING THE HOUSE ORGAN MORE HUMAN

Suitability, interest, friendliness and keeping "everlastingly at it," form a grand recipe for a live House Organ. A successful H.O. editor reveals how she maintains perennial freshness in what for others is too often a wearisome task.

AS I see it a house organ must have these characteristics:

Suitability to its purpose.

It must be interesting.

It must be friendly.

It ought to have a touch of soul in it.

And it ought to keep "everlastingly at it."

To say that a house organ must be suitable to its purpose sounds like saying that two and two make four.

Let me try to give you an idea of what I mean.

For some years there has been coming to my desk a house organ consisting of an attractive cover and a number of pages showing nothing but pictures and descriptions of something that, if my memory serves me, they call a "rollover-jolt" machine. This is some sort of machine used in foundries for making castings. When I receive that booklet I always look through it in the vain hope that the publishers will sometime so far forget themselves as to drop into it something that might interest *me;* but they never do. And so I put it back into its cover and re-address it to the manager of our foundry. I haven't the least doubt that there it finds an interested audience, and I am willing to believe that that booklet, which is straight technical matter from start to finish, exactly fits its purpose.

Another one I have in mind is that of a banking firm in Detroit. This is straight reading matter throughout, eminently business-like, instructive—serious-minded, I should call it. And I have wondered sometimes why it was that it never contained anything humorous or amusing. The investment of our money is a serious matter, and our banker must be a man not given to unseemly mirth or levity.

This suitability to purpose is something that has got to be worked out by each publisher for himself to suit his peculiar requirements—worked out through much confusion of expert advice, by prayer and fasting, and attended sometimes, happily, by good luck!

Our company, The McClary Manufacturing Company which manufactures and distributes annually something like six or seven million dollars' worth of stoves, furnaces, and hotel and domestic cooking appliances, does all its selling through personal representation. Besides the home plant at London, Ont., we have nine branch houses in the larger Canadian cities, from which traveling salesmen cover the whole Dominion, with agents in every nook and corner of the whole of it. Our publication, "McClary's Wireless," has no need to be a direct selling medium. And yet our Company considers it a most effective business builder.

THE accompanying article is condensed from an address delivered by Miss Margaret Wade at the D.M.A.A. Convention, at Springfield, Mass., last month. Miss Wade, who is the editor of *McClary's Wireless,* was awarded the prize for the best paper on House Organs given at the Convention.

In addition to selling suggestions, articles descriptive of the goods and their manufacture, and other articles of a general character, some of which aim only to be entertaining, we carry a certain proportion of items about our welfare work—our trainer nurse, hospitals, cafes and libraries; about our employees' benefit society, its doctors and sick benefits; we sometimes tell about our employees' picnics and their gardens and sports, and on occasion about some very old employee.

Ours is a good-will publication; its aim is to keep our readers interested, informed, and entertained.

Individuality

Having decided the style of one's house organ, the next thing is to make it interesting.

This means that it must have individuality, variety, and be interestingly written by someone able to radiate information as well as absorb it.

Two or three times in recent years we have had someone come along wanting my job. And it depended on the day of the week whether I was willing for him to have it or not. On Mondays or Tuesdays or Wednesdays—after a nice rest and recreation, or Saturday afternoon and Sunday—I want my own job, and any man I've ever seen yet would jolly well have his hands full taking it away from me. But along about Thursday afternoon, and Friday and Saturday—anybody could have it; preferably somebody who would take it so far away that, in the words of the famous colored man, "it would cost nine dollars to send it a postal card."

And every time one of these men has come along, whose business it is to get house organs, and intimated that he could do ours so much better and cheaper and so on, the Company has decided all over again that the individuality of "McClary's Wireless" could not be given to it by anyone outside our own organization.

By variety in each number I do not mean necessarily the variety of epigrams, poems, jokes and prose articles. Every item may be, if it seems desirable, one of straight prose; and yet one may be serious and another amusing. The difference can be made in the manner in which the item is written, and yet each one point a particular important business principle.

Two men prominent in advertising work in our city came to see me a while ago very much concerned about "Wireless". They gathered about with that manner of sad, reluctant disapproval that you find in a group of prim aunts about to remonstrate with an ultra modern neice. They looked like a bit of bad news; they thought they had bad news. It seems that "Wireless" had been carrying articles measuring a page and a half, or two, or even two and a half pages of solid type. "And," they said, "people will not read solid type." That astonished me; because people do read it. If someone tells you to your face that they read your publication, you are apt to discount the

Abundant Apple Crop in B.C. Above All Previous Records

LATEST available figures indicate that British Columbia's apple crop this year has been unusually abundant, totalling more than 4,000 cars.

This is an increase of over 2,000 cars as compared with last year, and about 1,200 cars above the previous peak crop in 1919.

B.C. "Wealthies" are being advertised throughout the Dominion, which affords tangible evidence that far-away markets are being cultivated for the super-abundance of this year's remarkable crop.

The fruit crop in British Columbia is one of the many contributing factors to the all-the-year-round prosperity of the farthest-west province.

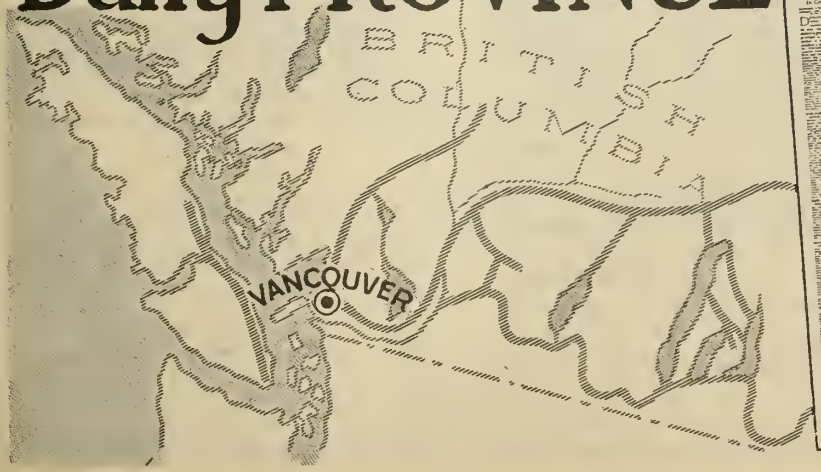
* * *

The wealth of British Columbia gravitates to Vancouver, and the trade of the prosperous citizens of Vancouver gravitates to the advertisers in the VANCOUVER PROVINCE, British Columbia's greatest newspaper.

The "Province" invites a comparison of its A.B.C. statement with the A.B.C. statements of other British Columbia dailies

Circulation Over 60,000 Every Day

The VANCOUVER Daily PROVINCE



THE VANCOUVER DAILY PROVINCE
ROTARY IS NOW SIXTEEN
WAS A NOTED B.C. FIGURE
Irish Insurgents Fire On Police from Screen Of Women and Children
C.P.R. WILL MAKE SURVEY OF MINERALS
QUEBEC'S LIQUOR BILL
GREECE TO LOSE PORTION OF THRACE
American Withdrawal Disheartening to the French
COAL REPORT IN A MONTH
DRY SHIPS ARE NOT POPULAR
CONTESTS WILL CLEAR THE AIR

statement somewhat ; but when people whom I have never heard of write to say they read it from the front to the back, there is really no excuse for doubting them

Well, they convinced me to some extent. Since then I have tried to have less to say. But my point is this: that people will read what you have to say, will read two solid pages of solid type matter, if the writer goes to enough trouble with the writing of the article to make it read easily and interestingly.

Supposing your theme is show-case illumination or kewpie dolls or lime juice—not even outstanding individuality, variety and artful writing alone are going to make that theme really interesting to the man who is equally interested—or equally uninterested—in show case illumination, kewpie dolls and lime juice, and a thousand other things. You have got to have tremendous and sincere interest in your subject, yourself. This alone is the spirit which can give life to these other qualities, that after all are merely mechanical. The only way to accomplish the spread of enthusiasm is to go about with a highly developed case of it.

An editor ought to be able not only to absorb information about, and faith in, his subject, but also to radiate this faith to others.

Friendliness

Other things being equal, people like to do business with those who are pleasant and friendly.

You go into a store, and a clerk comes alongside with something of the grim hostility and suspiciousness of a first-class battleship, and what happens ? Well, if you know of another store where there is a clerk who is sure to come up pleasantly, as if he were genuinely glad to see you—as he probably is—and say : "Good morning. What can I do for you this morning ?"—I say if you know of another store that has a clerk like this you unquestionably back out of the first with all possible despatch, and go there.

To the reader, the editor is the firm he represents. And if he wants to do anything like justice to the warm, sincere friendliness of the people he represents he has got to give of his own warmth of friendliness. He has got to write directly to them as if he were talking with them: to share with them such as are worth while of his views and his asperations :to laugh with them over what is amusing at the moment (oh, yes; it can be done in print !) He has got to give of himself. I know of no other way of appearing friendly than by just feeling and wanting to be friendly.

And in doing this he has got to achieve a happy medium between two extremes to both of which I believe every one of us is to some extent inclined ; on the one hand the reticent, stilted, self-consciousness ; on the other a too-pronounced love of the limelight. And here I am going to take one little rap at a certain kind of house organ that one month shows —not so often the editor, perhaps, as some higher-up—riding a surfboard ; and the next up in New Bruswick fishing, and again posed gracefully with a golf club at the Country Club links. That may be all right for him; it may be worth the money he pays for it from his point of view; but from the readers', and as a business builder—there's nothing to it.

Beauty

There is one thing more in editing a house organ. That is the duty of everyone who deals with the written word, to put into each number some bit of beauty that possibly serves no other purpose than that of being beautiful, a picture or a poem or a paragraph that in its beauty of thought and language has power to uplift and inspire. To me these bits of beauty are soul-food; and any writer owes them to his readers .Just two months ago I had an editorial of this nature; several times I have seen that one item reprinted, and a woman whom I had never heard of wrote me all the way from California saying "Your editorial helped me!"

Also if anyone doubts it, let me assure him this is not only good ethics: it is good business as well. I haven't space to tell you why, but it is.

The last thing, "keeping everlastingly at it."

A great number of people write me at various times that they are starting a house organ and would like to exchange with us. And the first number would come along, one of these pleased with itself, "See-who's-here!" sort; and the second number would be much the same: and the third would be more subdued; and the fourth, I could see had had hard sledding. And months later I would remember that I hadn't seen any since. Out of this sort of experience I have evolved a mental picture of the man writing that organ. He is the person who one day picks up a copy of a house organ that some poor devil has sweated and sworn and struggled over to make it a good one. The reader thinks, "Gee. it must be fun to edit a house organ!" and he can think of a dozen ideas he has that would make even better articles than these in this booklet he is looking at. Some day he starts one. I have a theory that everyone of us has a mine of ideas. Millions of people don't know that they have such a mine, but they have it just the same. Well this man has taken a few of the ideas that are rattling around loose on the surface of this mine, and put them into these two or three first numbers; but when these were exhausted, he didn't know what to do. He didn't know that this, like anything else, is largely a matter of digging—digging! And happily, perchance, finding occasional grains of gold.

No. A house organ doesn't write as easily as it reads. I have a personal theory—one of a whole menagerie of such—that all literature is more or less painful; either the author takes pains with it or the public takes pains over it.

Editing a house organ isn't always as easy as it looks. But if my experience is worth anything, it is tremendously worth while.

* * *

Ruthrauff Ryan Inc., New York, have sent out 25,000 line contracts to a number of dailies for the Ironized Yeast Co., Atlanta, Ga.

* * *

New contracts for the advertising of Marmola are being sent out by Nelson Chesman & Co., St. Louis.

* * *

The John B. Stetson Company's advertising account, formerly handled in Canada by Geo. L. Dyer, New York, has been transferred to Smith Denne & Moore Ltd., Toronto, who have recently made contracts with a number of publications.

* * *

New contracts are being sent out by Press Agency Bureau Ltd. for the Dunlop Tire & Rubber Goods Company.

* * *

Fall advertising for Wolsey Underwear has made its appearance, placed by Harrod's advertising agency, London, England.

* * *

New copy for Thornton & Douglas Ltd., Hamilton, has recently been sent out by the James Fisher Company. This agency has also just completed a new campaign for Monarch Flour, involving a recipe contest.

* * *

Another new British advertiser to commence national advertising this fall in Canada is C. S. Allen & Co. Ltd., of London, England, manufacturers of Allen's Creamy Toffee Rolls. This firm now has a factory at Montreal. Contracts have been placed by A. McKim Ltd.

* * *

Large copy for Sunsweet Prunes is commencing again, placed by Honig-Cooper Company, San Francisco, for the California Prune & Apricot Growers Inc.

Uninterrupted Earning Power

That's Why Demand In Ottawa Never Slows Down

THERE is one city in Canada where demand is practically constant —where fluctuations in trade conditions have a minimum influence upon purchasing power—where buying power is uninterrupted. That city is OTTAWA.

Whatever happens elsewhere the business of Government must go on. The payroll of the nation's seat of government remains steady. The earning power of the citizens of Ottawa is never impaired.

Ask any salesman which city in Canada offers the most responsive market all the year round, year in and year out, in good seasons and bad seasons—and he'll answer—OTTAWA.

If you want to get in touch with this constantly active market you need THE CITIZEN.

The circulation of THE CITIZEN in the city of Ottawa and suburbs exceeds 25,500. Total circulation exceeds 29,400.

A campaign in THE CITIZEN is never speculative, because its circulation covers the capital city.

The Citizen

OTTAWA'S FOREMOST NEWSPAPER

OTTAWA

CANADA

If you "want Ottawa" you need THE CITIZEN

EDITORIAL COMMENT

Harnessing A Volcano

ENERGY that is easily and inexpensively harnessed is one of the first considerations of modern business. The fundamental need of commerce is power, and power is wrung from Nature in a great variety of ways. Attempts have been made to derive energy directly from the sun's rays, and the suggestion that the earth's internal store of heat might be utilized has been advanced more than once, only to be voted impracticable on account of the expense of boring for it.

The immense heat of the earth is not everywhere confined to the core, however. In volcanic regions it comes near to the surface, and following Spencer's "line of least resistance," along which lies the solution of so many modern business problems, Italian business men have sought "the easiest way," and for some years now have been hitching their engines to volcanoes—not the live, active variety, but the sort that has simmered down during the past few thousand centuries and now contents itself with spouting steam. Recently these steam power plants have been greatly expanded, and a project is already on foot to puncture the outer slopes of Kilauea in Hawaii.

The same principle of finding the line of least resistance must be applied more thoroughly to the field of marketing, as well as of production, if the changed conditions caused by a steadily falling market are to be successfully met.

Markets will have to be found that can be penetrated at economical cost and with the least possible degree of sales resistance. If all localities changed together the sales manager would simply have to sit back and wait for times to get better: but they don't. This immense continent will not "come back" all at once. Some territories will be booming before others have started to revive. Alert sales organizations will take every advantage of this condition. They will "bore" only where demand is close to the surface, where it is easily "tapped," and where the prospect offers the least resistance.

Closer scrutiny of available statistics, and more intensive surveys of markets are thus shown to be an imperative need of the new cycle which business is entering. It is therefore singularly fortunate that within a few months Canadian business men will have at their disposal the results of the Sixth Census, concerning which we have something to say in this issue of MARKETING.

If, coupled with the Decennial Census and the Annual Census of Industry, there could be inaugurated a Census of Distribution, for the gathering of data about the wholesale and retail trades, we would have in Canada a system of statistics that would be unrivalled anywhere. At the moment there are probably not enough alert manufacturers who appreciate the value of such records to bring the required pressure upon the government to bring this about. The use of statistics in business is a matter of education; but the process will certainly be speeded up when it is generally realized that "soft times" have definitely passed.

* * *

You owe your salesmen a product, a price and a proposition which will be successful if the salesman presents it properly to the prospect.

A New Cycle Of Business

HISTORY repeats itself. Three times during the past hundred years the general level of wholesale prices has reached a peak similar to that of 1920. In the previous cases prices have fallen away from the peak in an irregular and slow curve that has spread over a period of thirty years. This period has been followed by an upward trend lasting for about twenty years, culminating in another peak.

Perhaps history will not plagiarize her past record with the same exactness during the thirty years ahead of us; but business men might as well face the probability that the period of adjustment, almost certainly, will be a matter of years rather than months.

This means that business is entering a new cycle. Men who were not in business previous to twenty years ago will find selling conditions in this new cycle somewhat unfamiliar. With the exception of a few veterans, most of the men now at the head of sales departments have gained their experience during only one cycle—that, in the main, when demand exceeded supply. From now on, for some time, the situation is going to be reversed. Whereas for some years the emphasis has been placed on production problems and methods, accompanied by a disposition to speculate, we are now in a period when selling plans must be stressed, accompanied by a willingness to operate pretty closely, which means that the factor of management in business will need to be more attentively studied and applied.

Production and speculation have had their hey-day. We are in an era when marketing and business management are to have theirs. It will take a great deal more courage and alertness to operate successfully under these new conditions; and whether this new cycle lasts for thirty years or thirty months, the men who get off to a good start by realizing the changed situation will be in the best position when the tide turns again.

Of late, in various articles and addresses and folders, this new cycle which business is entering has perhaps been over-emphasized—at least, so far as the extent to which it will revolutionize industry is concerned. It has perhaps not been made clear enough that the change has not up to the present, and probably will not in the future, become particularly noticeable. And it is in this that the danger lies. The decline is liable to be so gradual as to be scarcely distinguishable, and because of that there will be many who will ignore the tiny straws of circumstance which assuredly will mark the general trend of trade.

* * *

Spend and the world spends with you.

* * *

Advertising volume is lower today than it has been for years. This means that attention value is almost twice what it was last year. It is doubtful if an advertising dollar will ever again secure the attention value that accrues to it today.

* * *

A man may have a vision but never achieve; but he never achieves without a vision. It has recently been said that vision is the "fourth dimension" in business: the other three being, production, selling and service.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

No Advertising Needed For New Line

That advertishing may he given a future as well as an immediate purpose is shown by the experience of a large textile firm who have been national advertisers for over thirty years. This concern manufactures a wide range of products all more or less closely allied. Only a few items have been consistently advertiscd, but the nature and extent of the advertising has associated the firm name with all goods made from the particular raw material used. The result is that a wide-spread goodwill has been built up around the name which is sufficient to sell any article bearing it. This endowment of advertising with a "future purpose" was unexpectedly justified when the firm concerned decided to add an entirely new line to their list. A plant was built, samples made and sent out. It was proposed to put on a national campaign later in order to arouse consumer interest. The trade welcomed the new line so eagerly, however, that the advertising campaign was called off. The name of the firm has been synonymous foi high quality in its line for years, and the goodwill established by national advertising to feature the firm's title made any immediate large advertising appropriation for the new line unnecessary.

Advertising Brings Twenty-Five Fold Increase

Advertising reduced the price of eyeglasses and spectacles by around a dollar and quarter a pair, according to a statement issued by Leadbetter and Peters, Ltd., the British Oculists. In a few years the firm's staff grew fourteenfold.

"Advertising did it," explained Mr. Alfred Peters. "At one time in our history we did a seasonal business—pretty busy from October to June; almost idle from July to September. Through consistent newspaper advertising, it is now almost evenly spread over the year. Thus we are able to give steady employment to a larger staff and the establishment of our own works was made possible. We are making, with British machinery, certain lenses which used to come entirely from Germany, and our total output is twenty-five times what it was ten years ago."

Postage Stamps Figure In Results From Mail Matter

Nobody is thrilled to see a one-cent envelope in his mail. It may contain a bill or a circular, or something relatively unimportant. The chances are that it gets tossed on one side whilst the mail decorated with the red or brown stamp arouses a mild prejudice in the mind of the receiver against the contents of the envelope. This statement has been proved most conclusively by a large insurance company in the United States which mails out well over 100,000 pieces of solicitation yearly. When the postage rate was raised to three cents during the war the pennysaver envelope was used as an experiment. Several thousand were mailed out, using the one-cent stamp. Returns dropped to about 50 percent of what had been obtained regularly with the two-cent stamp. A two-cent stamp was then placed on the pennysaver envelope (which required really only a one-cent stamp) and returns came back to normal. The only difference to the prospect was in the red stamp and the more pleasant association called up thereby.

Selling The Steerage Passenger

As a result of "studying the market", steerage passenger traffic from Vancouver to Hong Kong and other Chinese ports, has increased thirty percent in the past two months. Official posters are now adorning the hoardings in Chinatown, advising that in the event of a passenger being so unfortunate as to die while on his way to his homeland, the body will be buried at sea. Should a passenger fall overboard and drown, the ship's officers will do their best to square matters with the Celestial gods by the burning of incense.

Proved His Point

A census of the neckgear in several laundry packages demonstrated the power of national advertising.

A salesman for Arrow collars called on a merchant who stocked an unadvertised line of the same goods. He found his prospect obdurate and not even negligibly interested in his brand of collars.

"I sell dozens of my own brand and my customers never kick," asserted the merchant.

"Perhaps some other merchant is really grabbing your collar business and you are not wise to it," suggested the salesman.

"Nonsense! I sell three collars to the other fellow's one in this town," was the answer.

That seemed to end the argument in the merchant's favor, but the salesman noticed a laundry sign in the store window.

"I see you have a laundry agency," said the salesman. "Will you let me make a suggestion?"

"Anything to change the subject," snapped the other.

"Well, then, will you open six bundles of laundry and let's see just what kind of collars your customers really wear. If they are actually wearing your brand of collars in preference to Arrow brand, I'll never mention the line to you again."

Anxious to make his point, the merchant picked out six bundles of laundry and opened them. Inspection showed plenty of Arrow collars but not a single specimen of the brand carried by the merchant.

It's just as I expected," said the salesman. "Your customers are getting their collars elsewhere. Your line isn't good enough for your trade."

"You win!" capitulated the merchant, and proceeded to give a substantial order for the advertised line.

How H. J. Heinz Began

The initial success of the H. J. Heinz Co., of "57 Varieties" fame, was due to its founder's policy of handing out salesmanship hints to his customers. When calling on the trade with his horse radish, the first of the famous line, fifty years ago, the youthful manufacturer appealed to the grocers, not so much in talking his product as in passing out selling ideas for grocers generally. If he observed a wilted bunch of vegetables in a store he would tell the proprietor that produce of this sort would keep better and thus sell easier if he kept it fresh by occasionally sprinkling it with a little water. He was continually handing out suggestions in this way. So practical did the grocers find his ideas that they were always glad to see him coming. As a result, it was not long before he had built up a valuable goodwill. This manifested itself in the increasing sale which he found for his product.

"Sold On The Curb"

An enterprising salesman recently sold twelve kitchen cabinets in a single day by staging a little demonstration on the curb in front of his customer's store. It happened in a town of 20,000 inhabitants. The dealer was pessimistic to the Nth degree. The twelve cabinets had been ordered six months previously, and he had not sold one of them. As for a second order, that was utterly out of the question.

The salesman believed he owed a duty to the dealer, and he asked a few questions. The town was an agricultural centre. The farmers had the money but they were not buying.

"I believe I can sell those cabinets for you," the salesman said after some thought. "I am ready to try if you can loan me the front sidewalk tomorrow, Saturday."

The dealer was more than willing, and next morning the salesman was on the job. He had two cabinets moved to the street, right out to the curb. He filled them with kitchen utensils, and with flour, sugar, etc. A painted sign, so placed that it could be read from both sides of the street, read:

SEE THIS KITCHEN CABINET IN ACTION
It Saves Mother Time and Work
It is what *every* woman wants
Now Selling at.....

The enterprising salesman stood on top of one of the cabinets and soon attracted a crowd. Hopping down, he began his demonstration. Before the day was over he had sold the twelve cabinets the dealer had on hand and had taken an order for eight more.

Suggests Use

An advertiser who had always shown his packages unopened now shows them opened and in use, with better results. When you show a plain package it indicates merely that *you make* the product, he argued. The same container, shown open and in use, indicates that *people use it!*

ANALYSIS OF CIRCULATION STATEMENTS

BASED ON PUBLISHERS' STATEMENTS FOR SIX MONTHS ENDED JUNE 30th, 1921

PUBLISHERS' Statements for the period above mentioned now being available it will interest many advertisers to note the tabulated statistics given below. Obviously, only A.B.C. members are included in the analysis, and in these days when advertisers are being urged to study A.B.C. reports in detail, such a tabulation is of unusual value, giving as it does some idea of the quality, as well as the quantity of circulation possessed by Canadian periodicals which are members of the Audit Bureau of Circulations. Similar details for other periodicals of this class are not available.

Some papers may have shown circulation increases and others decreases since the compilation of these Publishers Statements last June, but in the main the figures afford a fair basis of comparison, being the latest figures available from all publishers for a given period.

Figures for Daily Newspapers will be published next month.

Analysis of Circulation Reports, Canadian Magazines, 6 Months Ending June 30th, 1921

(Compiled by MARKETING from Publishers' Statements to A.B.C.)

Name of Publication	Total Net Paid	Net Paid inc. Bulk	Misc. Unpaid	Arrears Over Six Mos.	TOTAL	DISTRIBUTION % in Cities 100,000 or over	% in Cities 25,000 to 100,000	% in Cities 2,500 to 25,000	% in Towns under 2,500	% Arrears under 6 mos.	% Subs. Recd. through canvas	Prem. Offers	Circ. contests	Sub. per Copy	Rates per Year
WEEKLIES															
B.C. Veterans' Weekly	2,532	2,532	551	....	3,083	35.0%	15.0%	9.0%	37.0%	10.0%	40.0%	No	Yes	$ .05	$2.50
Le Samedi	20,940	20,940	204	....	21,144	53.0%	....	....	47.0%	No	No	No	No	.10	5.00
Saturday Night	35,261	35,339	1,717		37,056	29.0%	12.0%	34.0%	26.0%	11.0%	49.0%	No	No	.10	4.00
World Wide	6,787	6,861	436	....	7,297	26.0%	8.0%	19.0%	47.0%	5.0%	None	No	No	.10	3.00
MONTHLIES															
Can. Home Journal	52,204	52,204	1,322	....	53,526	12.0%	11.0%	39.0%	30.0%	19.0%	72.0%	Yes	No	.20	2.00
La Canadienne	25,310	25,310	1,575	....	26,885	37.0%	2.0%	15.0%	45.0%	13.0%	45.0%	Yes	No	.25	3.00
Everywoman's World	101,997	101,997	3,277	....	105,274	20.0%	7.0%	25.0%	46.0%	12.0%	65.0%	Yes	Yes	.20	2.00
MacLean's Magazine	71,429	71,480	2,873	723	75,076	18.0%	9.0%	25.0%	46.0%	9.0%	64.0%	No	No	.20	3.00
The Sailor	15,687	16,649	285	....	16,734	33.0%	5.0%	35.0%	26.0%	No	No	No	No	.20	2.00
Western Home Monthly	41,968	41,968	1,015	33	43,016	8.0%	5.0%	16.0%	71.0%	7.0%	18.0%	Yes	No	.15	1.00
Woman's Century	12,957	12,957	733	140	13,830	26.0%	16.0%	32.0%	12.0%	17.0%	90.0%	No	No	.20	2.00

Analysis of Circulation Reports, Canadian Farm Papers, 6 Months Ending June 30th, 1921

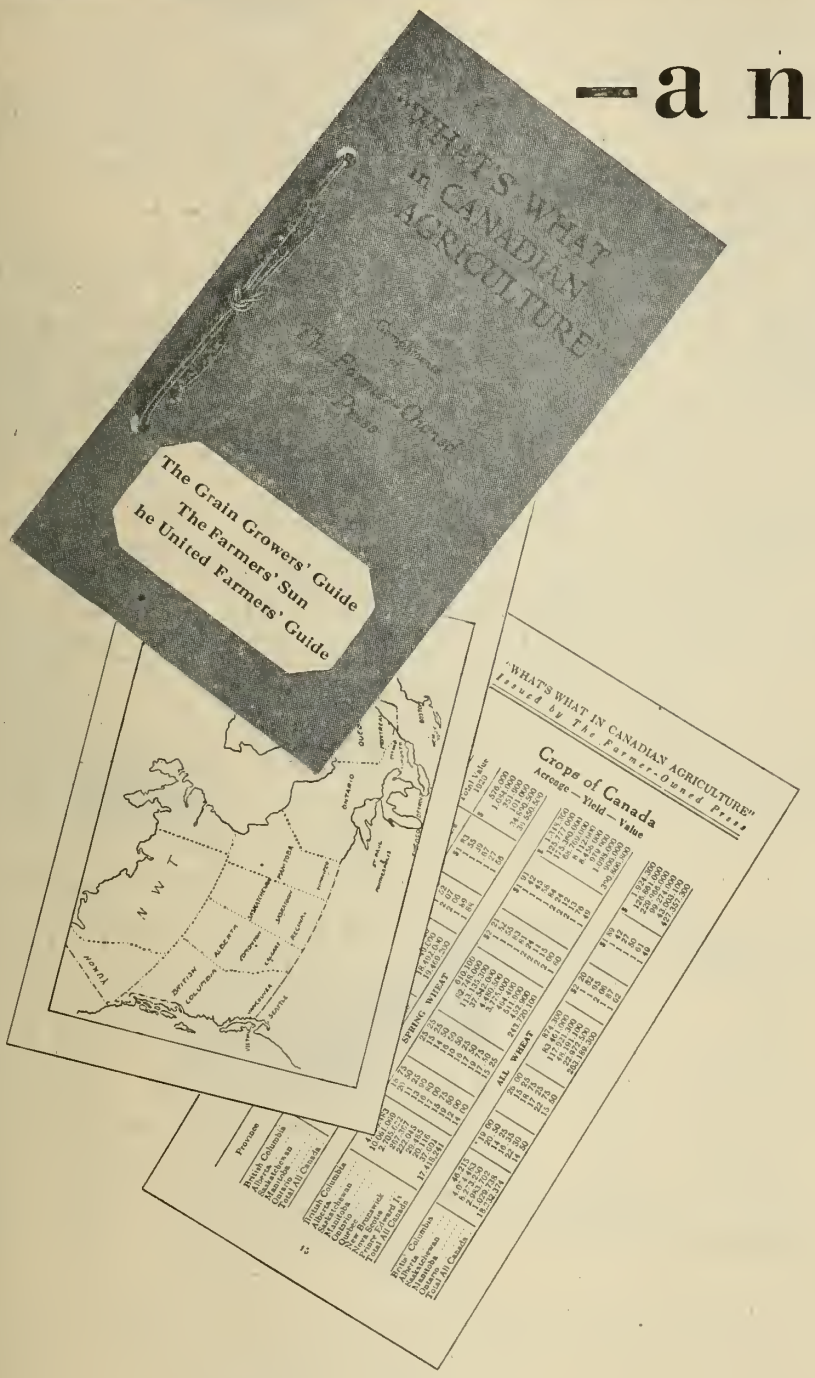
(Compiled by MARKETING from Publishers' Statements to A.B.C.)

Name of Publication	Total Net Paid	Net Paid inc. Bulk	Misc. Unpaid	Arrears Over Six Mos.	TOTAL	% in Towns under 1,000	% in Towns 1,000 to 2500	% in Towns over 2,500	% Arrears under 6 mos.	% Subs. Recd. through canvass	Prem. Offers	Circ. contests	Sub. per Copy	Rates per Year
Farm & Ranch Review	48,041	48,389	371	173	50,067	87.0%	6.0%	7.0%	12.0%	14.0%	Yes	No	.05	$1.00
Farm & Home	21,446	21,446	2,520	....	23,966	73.0%	11.0%	16.0%	No	23.0%	Yes	Yes	.05	2.00
Farmer's Advocate (Winnipeg)	40,057	40,380	1,126	....	41,506	86.0%	12.	2.0%	12.0%	35.0%	No	Yes	.05	1.50
Grain Growers' Guide	80,004	81,141	1,046	....	82,187	90.0%	5.0%	4.0%	9.0%	7.0%	No	No	.05	2.00
Nor'-West Farmer	66,231	70,717	2,712	....	73,429	92.0%	4.0%	4.0%	14.0%	5.0%	Yes	Yes	.05	1.00
Free Press Prairie Farmer	43,600	43,749	2,345	....	46,094	91.0%	5.0%	4.0%	12.0%	2.0%	Yes	No	.05	1.00
United Farmers' Guide	14,739	14,739	688	....	20,275	926	5.0%	3.0%	18.0%	5.0%	No	Yes	.05	1.00
Canadian Countryman	33,867	33,867	1,118	2,005	37,276	89.0%	4.0%	7.0%	9.0%	51.0%	No	No	.05	1.50
Canadian Farmer	25,231	25,231	1,792	4,307	31,330	81.0%	9.0%	10.0%	31.0%	58.0%	Yes	No	.05	1.50
Farm & Dairy	12,287	12,299	605	2,661	15,565	72.0%	10.0%	18.0%	23.0%	2.0%	No	No	.05	1.50
Farmer's Advocate (London)	26,984	27,089	1,400	4,424	32,913	93.0%	3.0%	5.0%	15.0%	5.0%	No	No	.05	2.00
Farmer's Magazine	31,984	31,991	915	1,884	34,790	84.0%	5.0%	11.0%	11.0%	65.0%	Yes	No	.10	2.00
Farmer's Sun	34,728	34,728	790	2,338	37,856	89.0%	5.0%	6.0%	26.0%	No	No	No	.03	1.50
Ottawa Farm Journal	24,194	24,194	350	....	24,544	90.0%	4.0%	6.0%	11.0%	8.0%	Yes	Yes	.03	1.50
La Voix du Sol	2,656	2,656	148	674	3,963	81.0%	7.0%	12.0%	26.0%	55.0%	No	No	.03	2.00
Le Bulletin des Agriculteurs	12,818	12,818	1,209	2,522	16,549	82.0%	14.0%	4.0%	19.0%	7.0%	No	No	.10	2.00
Family Herald & Weekly Star	149,187	149,187	1,207	....	150,394	81.0%	6.0%	14.0%	No	No	Yes	No	.05	2.00
Witness & Can. Homestead	18,375	18,375	834	....	19,209	58.0%	8.0%	33.0%	4.0%	No	No	No	.05	2.00

Analysis of Circulation Reports, Canadian Business Papers, 6 Months Ending June 30th, 1921

(Compiled by MARKETING from Publishers' Statements to A.B.C.)

Name of Publication	Total Net Paid	Net Paid inc. Bulk	Misc. Unpaid	Arrears Over Six mos.	TOTAL	% Arrears under 6 mos.	% Subs. Recd through canvass	Prem. Offers	Circ. contests	Sub. per Copy	Rates per Year
Bookseller & Stationer	788	790	345	12	1,147	14.0%	14.0%	No	No	$0.20	$2 00
Can. Foundryman	984	986	259	84	1,329	25.0%	31.0%	No	No	.10	2 00
Can. Grocer	6,487	6,490	465	162	7,117	7.0%	13.0%	No	No	.25	4.00
Can. Machinery & Manufacturing News	1,910	1,910	783	47	2,740	14.0%	46.0%	No	No	.25	4.00
Can. Motorist	17,626	17,626	489	....	18,115	No	13.0%	No	No	.15	1.00
Can. Railway & Marine World	2,204	2,206	381	....	2,587	6 0%	No	No	No	.25	2.00
Druggists, Weekly	1,968	1,969	245	101	2,315	8 0%	15.0%	No	No	.10	4 00
Dry Goods Review	2,130	2,135	669	63	2,870	7 0%	16.0%	No	No	.20	2 00
Financial Post	8,387	8,406	686	105	9,197	5.0%	29.0%	No	No	.10	5.00
Hardware & Metal	3,611	3,612	737	42	4,391	4.0%	15.0%	No	No	.20	4.00
Marine Engineering	914	914	291	52	1,257	31 0%	31.0%	No	No	.25	2 00
Marketing & Business Management	945	1,518	345	....	1,863	13 0%	4.0%	No	No	.20	2.50
Men's Wear Review	1,051	1,056	376	40	1,472	8 0%	10.0%	No	No	.25	2 00
Motor Tractor & Implement Trade Journal	2,508	2,509	410	300	3,219	15.0%	64.0%	No	No	.20	2 00
Municipal World	4,157	4,157	470	..	4,627	No	No	No	No	.10	1 00
Power House	3,362	3,362	433	77	3,877	13.0%	60.0%	No	No	.10	2.00
Printer & Publisher	1,051	1,051	344	16	1,411	10.0%	35.0%	No	No	.25	3.00
Sanitary Engineer	1,249	1,250	284	32	1,572	9.0%	25.0%	No	No	.20	2 00
Le Prix Courant	3,211	3,211	366	....	3,577	No	75.0%	No	No	.20	3 00



—a new book

for space buyers

Covers the agricultural field of Canada and the service of the "Farmer-Owned Press"

The most compact edition of agricultural statistics yet issued

Good paper, clear type, well printed, logically arranged, easily referred to.

Bound in strong paper with cord. Sheets (3¾ in. wide by 6¾ in. deep) punched to fit standard six-ring, pocket-size memo book.

INDEX to Statistical Contents :

Population of Canada

By Provinces showing "Total," "Rural," "Per Cent rural," "Number of farms," "Population per farm."

Canada's urban centres, by provinces, towns, and cities of 5000 pop. and over.

Farms of Canada

By Provinces showing "Number occupied" (by owners, by tenants and per cent. of each).

"Average size in acres," "Number by various sizes," "Average improved acreage per farm."

"Average value per acre" (by years 1914 to 1920).

"Gross production agricultural wealth," (all Canada) by classes and years 1915 to 1920.

"Average value per farm" (per province) of land, build ings. implements and livestock.

Stock of Canada

By Provinces showing "Number (1920)," "Average number per farm," "Value of horses, milch cows, other cattle, sheep, poultry, swine."

"Fur farming in Canada"—number of farms, value of property (land and buildings, animals) number and value of animals sold in 1919, number and value of pelts sold in 1919.

Crops of Canada

By Provinces showing "Value all field crops for 1920," "Average preceding five years," "1920 value per farm."

"Acreage," "1920 yield per acre," "Average preceding five years," "1920 total yield," "Average price per bus. (or ton)," "Average preceding five years," "Total value 1920 crop"—(by provinces) for fall wheat, spring wheat, all wheat, oats, barley, rye, peas, beans, buckwheat, mixed grains, flax seed, corn for husking, potatoes turnips, hay and clover, grain hay, alfalfa, fodder corn, sugar beets.

"Canada's tobacco crop"—average, yield, value 1918, 1919-1920.

The Grain Growers' Guide

WINNIPEG, MAN.

The Farmers' Sun

TORONTO, ONT.

The United Farmers' Guide

GARDENVALE, QUE.

JOINT ADVERTISING OFFICES—

TORONTO, ONT. : 53 Yonge St.
WINNIPEG, MAN. : 290 Vaughan St.
MONTREAL, QUE. : Gardenvale P.O.
NEW YORK, N.Y. : 1478 Broadway

Periodical Publishers To Meet In Toronto Nov. 10-11

Col. Henry Cockshutt, Lieutenant Governor of Ontario, will address members of the Canadian National Newspapers and Periodicals Association at luncheon on the first day of their annual convention in Toronto, November 10 and 11. The luncheon will be held at the King Edward Hotel. The regular sessions, commencing Thursday morning, will be conducted at the Mossop Hotel.

In the afternoon H. S. Van Scoyoc will discuss "Agency Relations from the standpoint of the Advertiser"; while H. V. Tyrell, Hugh C. MacLean, and N. R. Perry will address an open meeting on various publishing problems.

O. M. Ross (H. Gagnier Ltd.), G. B. Van Blaricom and W. R. Carr, Hugh C. MacLean Publications Ltd.), Rev. G. S. Carson (Presbyterian Publications), T. J. Tobin (Canadian Countryman), Frederick E. Dougall (John Dougall & Sons), Fred Paul (Saturday Night), Miss Caldwell (Everywoman's World), H. T. Hunter (MacLean Publishing Co.) and Rev. A. Wallace (Methodist Book Room) will discuss editorial matters at the evening session.

On Friday morning E. Desbarats, president of the Canadian Association of Advertising Agencies, will speak on "Agency Relations from the standpoint of the Agent"; Geo. D. Davis (MacLean Publishing Co.) is to speak on "Trade Investigations," and H. Gagnier on "Circulation Building." Rev. S. W. Fallis will speak briefly in commemoration of Armistice Day.

The afternoon session will be devoted to a Question Box, conducted by T. S. Young (Hugh C. MacLean Publications Ltd.), followed by election of officers.

* * *

National Advertisers Meet In Toronto Nov. 10-11

The annual convention of the Association of Canadian Advertisers which takes place Thursday and Friday, November 10 and 11, at the Prince George Hotel, Toronto, is to be essentially a "how-to-sell" convention. This is borne out by a mere glance at the titles of some of the address addresses.

F. Mutton of the International Business Machine Co., is to speak on "The Selection and Training of Salesmen"; H. S. Beccher of Society Brand Clothes Ltd., on "Planning the Territory and the Salesmen's Work"; Norman I. Taylor, of the Wm. N. Albee Co., Detroit, on "Direct Mail Advertising to Help the Salesmen"; F. Selway of the Office Specialty Manufacturing Co. Ltd., on "Competitions to Stimulate the Salesman's Efforts"; A. G. Pinard of Lowe Bros., on "Selling the Salesman on the Firm's Advertising"; H. C. Lower of the Goodyear Tire and Rubber Company on "Selling the Dealer on the Firm's Advertising." L. R. Greene of Tuckett's Ltd., will lead an open discussion on "The Salesman's Remuneration and Expense Account."

These addresses will be given during the Thursday sessions, which will conclude with a smoking concert addressed by E. L. Cousins, General Manager of the Toronto Harbor Commission.

Friday's sessions will be devoted to Agency Relations, Decrease in Advertising Rates, French Newspaper Advertising, Foreign and Local Rate Cards, etc., followed by the election of officers.

* * *

Campaign To Cure Trade Ills Under Way In Ontario

The Advisory Committee on Unemployment appointed by the Ontario Government has decided to conduct a vigorous advertising campaign as the best immediate plan for coping with the unemployment situation. The advertising will be prepared and placed by the Mitford Service Bureau, Toronto, who have already sent out contracts to some newspapers.

Eight separate appeals to different classes of Ontario's population are proposed. Manufacturers, labor, farmers, the public, and so on, will be asked to cooperate in tiding over the situation. It will be suggested that manufacturers should take their losses as a means of bringing back normal times. Labor will be appealed to to co-operate in effecting price reductions. The farmer will be advised to keep on producing to the utmost in spite of the difficulties of his position. On the result of these appeals will depend very largely the future policy of the Committee.

VOLUME ADVERTISING CANADIAN MAGAZINES, for JULY-AUG.-SEPT., 1921

(For principal classifications. Exclusive of publishers' own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies	Foods, Confections and Beverages	Household Supplies	Household Equipment	Music and Instruments	Toilet Specialties	Wearing Apparel	Financial, Insurance, Government, etc.	Proprietary Remedies	Not otherwise Classified	Total Agate Lines Advertising
MacLean's Magazine	4	800	12,110	8,206	4,325	13,535	340	11,832	5,726	618	1,273	24,595	82,560
Canadian Home Journal	3	700	3,194	8,594	5,754	6,777	165	10,540	7,496	142	1,234	12,142	56,038
Everywoman's World	3	800	2,800	6,910	3,853	5,051	.....	7,595	3,756	95	2,524	10,817	43,401
Western Home Monthly	3	720	4,316	9,271	3,919	1,932	1,278	3,398	1,817	1,796	1,655	12,191	41,573
Christian Guardian	13	700	.....	2,882	914	3,638	298	.....	2,844	6,153	.....	19,414	36,143
Canadian Magazine	3	224	1,904	5,240	560	2,576	448	2,464	2,591	3,360	2,227	13,506	34,876
World Wide	13	700	.....	1,876	140	.....	.....	.....	800	6,007	.....	7,076	15,899

VOLUME ADVERTISING CANADIAN FARM PAPERS, for JULY-AUG.-SEPT., 1921

(By principal classifications. Exclusive of publishers' own advertising. Figures compiled by MARKETING)

Publication	No. of issues	Autos, Tractors Accessories, Supplies	Dairy Equipment and Supplies	Farm Implements and Machinery	Farm Equipment	Seeds and Supplies	Household and Personal Supplies	Stock Food and Remedies	Banks, Insurance and Government	Classified	Not Otherwise Classified	Comparative Total Com'l Advertising	Live Stock Advertising	Proprietary Remedies	Total Agate Lines Advertising
Farmer's Advocate (London)	13	11,163	2,056	9,146	15,373	2,370	31,329	1,906	4,438	788	16,191	94,760	17,709	462	112,931
Nor'West Farmer	6	17,019	1,214	6,167	6,993	2,525	31,180	1,122	4,245	3,615	16,675	90,755	8,515	140	99,410
Canadian Countryman	13	12,766	1,108	8,914	12,631	2,732	27,586	2,754	4,323	1,030	15,209	89,053	6,753	476	96,282
Farmer's Advocate (Wpg.)***	6	9,709	418	4,015	8,774	892	28,840	1,212	3,828	1,056	14,328	73,072	2,523	990	75,585
Farmer's Magazine	13	9,870	140	5,479	8,169	2,473	25,182	1,416	3,421	727	14,837	71,714	8,024	1,622	81,360
Grain Growers' Guide**	7	12,032	780	4,109	6,630	1,466	20,219	425	5,588	5,431	14,059	70,739	1,380	354	72,473
Farm and Ranch Review	6	8,500	562	3,641	5,070	1,730	15,862	1,098	4,451	1,322	15,870	58,106	4,370	1,945	64,421
Canadian Farmer	13	6,408	14	4,819	4,786	2,036	16,481	1,004	4,695	428	15,356	56,027	4,776	2,564	63,367
Farm and Dairy***	6	5,158	1,887	701	5,356	2,542	8,272	2,432	6,676	560	12,836	46,420	2,847	872	50,139
Maritime Farmer	6	3,072	252	2,366	7,383	834	12,727	1,355	1,249	815	8,434	38,487	3,938	2,112	44,537
United Farmers' Guide	6	4,502	28	2,195	2,295	635	8,374	716	900	667	3,390	23,702	359	...	24,061
Family Herald & Weekly Star (Western)	13	14,958	946	5,711	8,583	2,758	51,831	2,617	9,135	20,460	22,492	139,491	....	6,466	145,957
Family Herald & Weekly Star (Eastern)*	12	13,539	1,229	5,872	8,929	2,146	53,898	3,178	7,667	18,734	23,610	138,802	....	5,544	144,346
Ottawa Farm Journal	27	11,671	1,166	6,036	8,881	2,235	27,590	2,178	3,270	32,524	35,077	130,628	2,922	9,708	143,258
Farm and Home	13	9,083	2,089	5,430	9,988	4,897	32,950	5,795	3,882	12,644	42,215	128,973	1,776	4,786	135,535
Farmers' Sun	26	7,654	344	5,542	6,000	3,428	20,373	2,340	11,076	12,072	41,247	110,076	372	2,407	112,855
Free Press & Prairie Farmer	13	11,257	155	2,582	6,298	2,027	25,721	390	2,304	11,721	29,589	92,044	258	12,666	104,968
Montreal Weekly Witness	13	1,792	.....	284	1,870	286	5,215	112	2,144	6,489	7,268	25,460	18	9,045	34,523

* 1 issue missed owing to strike. ** 6 issues missed owing to strike. *** 7 issues missed owing to strike.

The Canadian Countryman and Ford Motor Co.

Ford
THE UNIVERSAL CAR

Points about a Ford you should know

What does a Ford Touring Car cost? $675 f. o. b. Ford, Ontario (starter and electric lighting $100 extra).

Is it economical of gasoline? The owner of a 1914 Ford Touring Car, from careful records kept, claims that in driving 50,000 miles, May 8th, 1914 to June 15th, 1920, he averaged over 24 miles per gallon.

How much oil does it consume? The same owner claims over 500 miles per gallon of oil

Is it easy to operate? The special Ford planetary transmission combines ease of operation and smooth, silent running qualities. Only one lesson is usually necessary to learn to drive a Ford Car

Has it sufficient power? Perhaps the most distinctive single feature of the Ford is its simply constructed, easily operated and powerful engine. While its four cylinders are rated to produce twenty horsepower, the Ford has actually more power per pound of car weight than any other automobile made

Will it pay me to buy a Ford? Yes, millions of Ford car owners have proved that it is an aid to them in business and improves their living conditions.

The Ford car, with its low cost, quality and simplicity of design is the car for all purposes.

Wherever you go— *Ford Service*

F... Limited, Ford, Ontario

Ford
THE UNIVERSAL CAR

Why he bought a Ford

IT COST him $775.00 F. O. B. Ford, Ontario equipped with electric starter and lighting, one-man top, ventilating windshield, demountable rims and non-glare head-lights.

The Ford Dealer gave him instructions in driving—his warranty covered replacements for any defective materials.

With reasonable care of the car his only expense for many months should be gasoline and oil. He knew from the experience of others that with proper adjustments he should get 24 miles or better to the gallon of gasoline.

A new tire would cost him only $23.50—not from $30.00 to $41.65 if he bought a heavier car. If he wanted his motor and transmission overhauled at the end of the season, it would cost approximately $30.00—not three times that amount, or more.

If he met with an unavoidable accident, or needed service at any time, a Ford Dealer or Service Station—and there is a Ford Dealer or Service Station wherever you go—would have in stock the necessary parts at fixed prices as set out in the Parts Price List furnished upon application to every Ford Owner.

His first cost was low. His operating and up-keep cost would be low. He knew that he could get service wherever he went, at prices fixed by the company—prices which are lower than for any other car made.

For these outstanding reasons he bought a Ford.

Wherever you go— *Ford Service*

Ford Motor Co...

Ford Motor Company OF CANADA LIMITED
Automobile and Truck Manufacturers

WORKS AND OFFICE
Ford, Ontario

June 25, 1921.

The Canadian Countryman,
198 Richmond St. West,
Toronto, Ontario.

Gentlemen -

We take considerable pleasure in advising you that "Canadian Countryman" is foremost on our list of farm papers for Ford advertising 1921-1922.

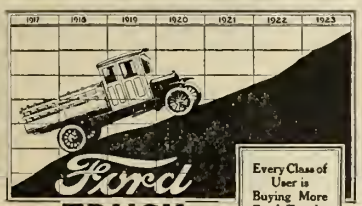
Yours very truly,

FORD MOTOR COMPANY OF CANADA, Limited,

WJB/CB

Advertising Manager.

1917 1918 1919 1920 1921 1922 1923



Ford
TRUCK

THE Ford Truck was first put on the market in 1917. It was designed and built to fill the demand for a light, economical means of transportation at low price.

Our statistics show that every class of user is buying more Ford Trucks every year, the increased volume being a direct result of the satisfaction that owners have had with Ford Trucks. Its increased sales prove its popularity

A new high speed gear, now obtainable, increases its value for rapid delivery purposes.

Price Chassis only $750 F.O.B. Ford, Ontario
Electric Starter and Lighting $100 extra

Every Class of User is Buying More Ford Trucks

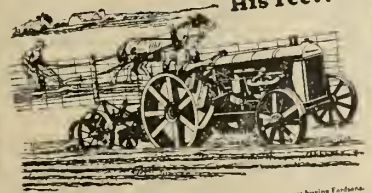
Sales in twelve months show the following increases —

Cartage	73%
Manufacturers	82%
Farmers	99%
Building Contractors	161%
Retail Furniture Dealers	256%
Wholesale Grocers and Provisions	161%
Retail Grocers and General Stores	280%

...rd, Ontario

Power Farming with the Fordson TRACTOR

Takes the Farmer off His Feet!



DO YOU know how many miles you walk in a day plowing with horses?—Fourteen miles of hard slogging, and at the end of the day only an acre plowed—every muscle aching and the chores still to do.

NO WONDER farmers are buying Fordsons. The Fordson takes you right across a day as they ride—they plow eight acres a day—and the price is only $730 plus freight.

Ford Motor Company of Canada, Limited, Ford, Ontario

The Price of the Fordson TRACTOR

$730 PLUS FREIGHT

YOU can buy a Fordson Tractor for $730, plus freight charges—all Taxes and American Exchange included.

There is not a Tractor on the Canadian market today that can be bought within hundreds of dollars of the price of the Fordson.

Our Power Farming meetings, Mechanical Schools and the experience of your neighbor Fordson owners have made you familiar with its ease of operation and the results of its work

—and you pay only $730, to which will be added freight charges.

Ford Motor Company of Canada, Limited, Ford, Ontario

Ford

Farmers Prefer the One-Ton Truck

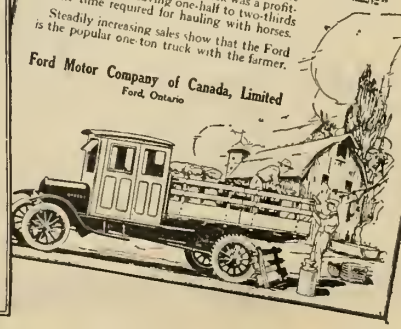
A RECENT Government survey, covering over 700 truck-owning farmers, brought out the fact that the great majority of users preferred the one-ton truck.

Price $750 (Chassis only)

These owners worked farms of all sizes and were unanimous that the one-ton truck was a profitable investment, saving one-half to two-thirds of the time required for hauling with horses.

Steadily increasing sales show that the Ford is the popular one-ton truck with the farmer.

Ford Motor Company of Canada, Limited
Ford, Ontario



1886---1921

The absorbing story of the development of dairying and agriculture in the Great Central Dairy Belt of Canada is summarized in a booklet just off the press.

It serves, too, to emphasize the contemporary expansion in this territory of its dominant medium—

The OTTAWA FARM JOURNAL

the undoubted favorite, and in many cases the only farm paper of these progressive ruralists.

Your 1922 schedules are now under consideration. The claims of THE OTTAWA FARM JOURNAL for inclusion should not be overlooked.

Through this medium you can carry your message into 25,000 farm homes in Eastern Ontario and Western Quebec, twice each week—a distribution in this territory 9,000 greater than that of any other Farm Paper.

A copy of this booklet is yours for the asking.

Average Net Paid Circulation For Six Months Ended June 1921 - - **24,577**

The Ottawa Farm Journal

OTTAWA (Member A.B.C.) **ONTARIO**

BRANCHES—

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES

Chas H. Eddy Co. Inc.,

NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg.

BOSTON—Old South Building

To Postpone "Marking" Law

Hon. J. B. M. Baxter, minister of customs, has announced that he will recommend further postponement of the "marking" law which has aroused so much ire among importers. The law which calls for the marking of the country of origin on every article imported into Canada has already been postponed from October 1st to January 1st. Further suspension until Parliament has had a chance to reconsider the bill is now pretty well assured.

* * *

Bank Clearings Show Decrease

Bank Clearings reported by 24 Canadian cities showed a decline of 20.5 per cent. for the month of October as compared with the corresponding month last year. Eastern cities showed a loss of 18.8 per cent., while Western cities declined 23.9 per cent. Edmonton was the only city to show an increase.

* * *

Wholesale Prices Decline

The index number of wholesale prices in Canada, constructed by Professor H. Mitchell of McMaster University, declined 1.7 per cent. from the September figure during the month of October, standing at 161.5, a total decline of 45.8 per cent. from the peak of 298.3 reached in May 1920. The present figure is still 32.8 per cent. higher than the index number of 121.6 for September 1913.

* * *

A limited list of paapers is being used by the George Cooke Co. Ltd., Toronto, to advertise their C. & B. Floor Wax. The business is placed direct.

* * *

Small copy for the Simplex Floor Finishing Appliance Company, Limited 183 Lam Avenue, Toronto, is being placed direct with a few papers.

* * *

A new campaign for the Sun Life Assurance Co. of Canada has recently been sent out by A. McKim Ltd.

* * *

The Canadian Packing Company are using posters to stimulate demand for C.P.C. Pork Sausages. A new poster for Dominion Rubbers has also made its appearance on the billboards recently.

* * *

Large, illustrated, "good-will" copy for Canada Steamship Lines Ltd., has been turned out by the Advertising Service Co. Ltd. to run in dailies.

* * *

The Canadian advertising of the American Ironing Machine Company Limited of Woodstock, Manufacturers of Simplex Ironers, is being placed by the London office of the Federal Advertising Agency Limited. New copy and instructions are being sent out to the magazines for December.

* * *

The Bulletin des Agriculteurs, which for years has been the organ of the co-operative movement of Quebec, has been sold to the Rural Publicity Company.

* * *

Ruthman & Ryan Inc., New York, have recently sent out new instructions for the School of Modern Dress Inc., Buffalo, N.Y.

Snow—never failed
Sunshine—heaps of it
Friends—we love everybody
Money—more loose change (spendable money) than any similar group in North America

It Looks As If We Have Everything Needful For A Real Christmas

Including the DECEMBER 5 issue of the *Nor'-West Farmer*, our annual Christmas Number

We make a bet of one dollar with each subscriber that we will print during the year the most interesting and helpful farm paper that he can buy—he, as the judge, accepts our Christmas issue as final proof. Our advertisers are offered in this attractive number an unusual opportunity to favourably impress 75,000 of the West's best farm families with the value of their products.

Forms Close Nov. 25

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG, CANADA

Member A. B. C.

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

The volume of

Retail Advertising

carried by a newspaper is admittedly an excellent index of that newspaper's pulling power as an advertising medium for

National Advertising

If you look at a copy of the *Victoria Daily Times*, any day of the week, you will see a large volume of advertising from all the leading Victoria stores.

Victoria Daily Times

EVENING

"The Home Paper"

Write for sample copy and rate card to any of our representatives located below, or ask your Advertising Agency.

Member A.B.C.

Canadian Representatives—
E. J. Guy, Royal Bank Bldg., Toronto, Ont.
Frank Calder, 22 St. John St., Montreal.

United States Representatives—
Henry de Clerque, 5 So. Wabash Ave. Chicago, Ill.
Henry de Clerque (H Klebahn) 17 West 42nd St., New York.
W. R. Baranger Co., Post-Intelligencer Bldg., Seattle, Wash.
W. R. Baranger Co., Examiner Bldg., San Francisco, Cal.
W. R. Baranger Co., 802 Title Insurance Bldg. Los Angeles, Cal.

Are Your Package Designs Practical?

By G. H. Anderson

IT may seem somewhat trite to say that a package design may either make or break a product, yet it has proven that package goods which were moving slowly showed increased sales when attention was concentrated upon design of new containers.

There are several things to be considered as vital to the worth and shelf-selling power of packages. The first of these is the purpose for which it is to be utilized.

Packages are handled more or less by clerks, and for this reason light designs which will show fingermarks or dust should be avoided.

Simplicity is the next point to be considered. When the first rough sketch is made it should be given the "fifteen-foot test"; that is, the point which it is intended to drive home, should be easily readable at that distance.

The size of the package itself does not always permit lettering of sufficient height and clearness to bring about this much to be desired effect. Nevertheless, it is a good standard to maintain, regardless of package size, and will make the package stand out from among its brothers.

An artistic design upon paper is not always suitable to the requirements of the engraver and printer. Cheap paper stock must often be used for a quantity label production, and a design which contains an over-amount of detail cannot be expected to print advantageously upon it.

Harmonizing Colors

Flat colors in masses are always best, for there is little chance for poor plat-making, and even mediocre printing cannot spoil a design that adheres rigidly to the principles of simplicity. The selection of harmonizing colors and the proportions in which they are used upon a package or label is a point which cannot be too carefully considered. I have seen a poor package design become a winner by the simple process of changing the colors without changing the printing plates.

To those who are not familiar with the Ben Day process of photo-engraving, it might be well to say that this is a method by which lighter tints of a dark color may be obtained at no particular extra cost. Suppose we have a label which is to be printed in dark blue and orange. From this combination we can secure the equivalent of four-color work. The dark blue, the orange showing in a flat tint and a Ben Day of it giving us a yellow shade.

Lettering for package design is a study in itself. An article such as perfume, whose appeal is distinctly feminine, should have a bottle label which appeals equally to feminine tastes. The lettering must be light, flowing, graceful and preferably following the French school. A heavy block lettering upon a package of this kind would not only be entirely out of place, but would also detract from the selling value of the package itself. On the other hand, a package which must appeal to men must show lettering which is not in the least effeminate. A man is not so much attracted by detail. He wants his reading matter plain and without many frills. He will not balk at glaring colors.

Styles in Art change almost as frequently as they do in clothing. The artist who expects any success as a package designer must constantly study the trend which Art is taking and keep his work in the line with the ever new standards.

A word here about the unsual in design. It must be remembered that a design which is used for years becomes almost a trademark, and has a selling value and advertising force which is cumulative. Freak art to my mind has little or no business upon any package, for it is only a question of time when it will have outlived its usefulness.

How much reading matter should be placed upon the package? This is a question upon which the artist and manufacturer will always be at variance. If it is absolutely necessary for much reading matter to be placed upon a carton or label, it should be set in type in such position that it will not affect the appearance of the package as viewed from shelf, counter or window. Descriptive material or directions for use are of no value until the article is actually sold, and in the consumer's hands.

A package label must have atmosphere. By this is meant the use of colors in the working of the design, so that the carton will be associated with the cheif selling point of the article.

Go into any drug store, look at the different brands of Tooth Paste put

up in individual containers. You will notice that each of these, both in color and design, reflects the spirit of cleanliness and sanitation. Further, the greater percentage of Tooth Paste containers are either blue or light green. These are the two colors that we immediately associate with personal cleanliness. Tooth Paste put up in a carton in which red was the dominating color would not appeal very strongly to the average consumer.

Modern commercial Art might well be termed the art of elimination. It tends to convey an idea with as little detail as possible. Fancy scroll work such as is to be met with in the products of many engraving houses, meaningless borders and ornamentation added for no other reason than to fill up label space which should have been left blank, are not only bad taste, but detract from the strong display which makes the difference between a good package and a bad one. Just as an accomplished draftsman will indicate a subject with a few lines against the careful and intricate pen-shading of an amateur, so will an experienced package designer eliminate all non-essentials and strive for just one point—to make the package designer eliminate all non-essentials and strive for just one point—to make the package a selling force.

Changing the Trade Mark

Often an artist is confronted with a proposition of working a rather unsightly trademark into his design. There is a certain amount of good will and money value in trademarks which have been used for any length of time upon a ready-selling article. It has been my experience that obsolete trademarks can sometimes be changed by degrees, omitting a curlicue with the first design and first printing, and gradually bringing, about slight changes in other designs until the trade mark has become entirely modern and artistic, meanwhile the public who have known the brand by the old trademark will not have noticed these slight changes and none of the good-will will have been lost.

Each and every package is a distinct problem in itself. There is no set rule which can be followed for package design in general other than those upon which I have touched in this article. Utility first, then simplicity, and last but not least, strict adherence to principles of mechanical production, which will make the design practical for engraver and attractive to the eventual consumer.

MOTOR MAGAZINE now merged with

CANADIAN MOTORIST

The National Automobile Magazine Of Canada

Larger And Better Circulation At One-Fifth The Cost

¶ Circulation, increased by over ten thousand since last rate schedule went into effect, now approximately twenty-four thousand, exceeds the combined circulation of its nine contemporaries in the Canadian automotive field with rates approximately one-fifth of their combined rates.

¶ ***Canadian Motorist*** has the best quality circulation of any Canadian publication, class, tra e or general, because it exclusively numbers among its subscribers practically the entire membership of over one hundred Clubs in the Canadian Automobile Association, the heads of every firm in the Automotive Industries of Canada, and the Ontario Motor Truck Owners' Associ'ation.

¶ It is not only the best of the Canadian automotive periodicals but also one of the finest magazines published in the Dominion in the matter of covers, editorial, illustrative and advertising contents, make-up, etc.

¶ During the past three years the only Canadian periodical to carry advertising for all the Canadian makes of cars and the leading imported ones, including Austin, Fiat, Rolls-Royce, Packard, Pierce Arrow, Paige, Vauxhall and many others, was ***Canadian Motorist.***

¶ Unquestionably it is the best advertising buy in terms of the purchasing power and habit of subscribers of any of the Canadian magazines, whether you are mass selling Kodaks, Cars or Cabbages.

Milline Rate Lower Than Pre-War Rates

CANADIAN MOTORIST (*including Motor Magazine*)
6 Adelaide Street East, TORONTO
Member Audit Bureau of Circulations

QUEBEC Leads In Building

Quebec Reads the Ads— Then Buys

OF the two Canadian cities of over 100,000 population who increased building expenditures for the first eight months of 1921 Quebec had half a million dollar lead over the only other city boasting an increase. Where they build—they buy.

Get Results via The TELEGRAPH QUEBEC P.Q.

Kitchener Record
Instals
Leased Wire

The Daily Record now carries full Canadian Press service over its own leased wire. Also Star and U.P. special service.

Circulation Keeps On Growing — Sept. Daily Average 5,724.

Member of A.B.C.

The News Record
LIMITED
Kitchener, Ont.

Responsive Circulation In a Rich Territory

We use no premiums or contests.

Every subscriber is an honest-to-goodness reader who buys the paper because he likes it.

The
Daily News

Nelson, B.C.

Member A.B.C.

What We Are Doing To Increase Sales

Continued from page 786

Salem, Mass., preserved by paint for over two centuries, was changed for a cut of a quaint dwelling at Kingston, Ont., built in 1793 and still in a fine state of preservation. Not content with merely Canadianizing copy in this way, the Canadian Committee has introduced several new features, some of which have been adopted on the other side. Convinced that the nature of the "Save the Surface" Campaign was of national importance in the matter of conservation, Commissioner Henry W. Thomson, of the Canadian Trade Commission, was asked to endorse the movement. He did so in these words:

"The realization of the above objects will lead to employment during the reconstruction period and bears our entire approval."

This endorsation was incorporated in all the Canadian advertising and its value so impressed our southern cousins that they secured a similar certificate from Secretary of Labor W. B. Wilson.

Greater changes towards Canadianizing all advertising would undoubtedly have been made, but it was felt that too great a divergence from the American models was not desirable in view of the large circulation in Canada of American magazines, most of which were carrying the campaign advertising. This factor will also influence the Canadian Committee in the future, as any radical difference in the broad appeal and general appearance of the publicity in Canadian newspapers, compared with its American counterpart, would nullify to a great extent the considerable volume of free advertising provided by magazines from the United States.

When interviewed by MARKETING, a number of Canadian paint manufacturers and retailers expressed themselves freely on the merits and demerits of the "Save the Surface" Campaign.

"It is something that every hardware man should get behind," said Geo. E. May, of May Brothers, leading hardware dealers in West Toronto. "The campaign is moving paint and sundries all the time. It began by appealing to the big consumer, with whom the dealer is little concerned. Now it is doing good work by educating the public, the man who buys an occasional can of paint to touch up his house. The result is that we are constantly increasing our sales to both men and women who

For Quick Response

in a lucrative field

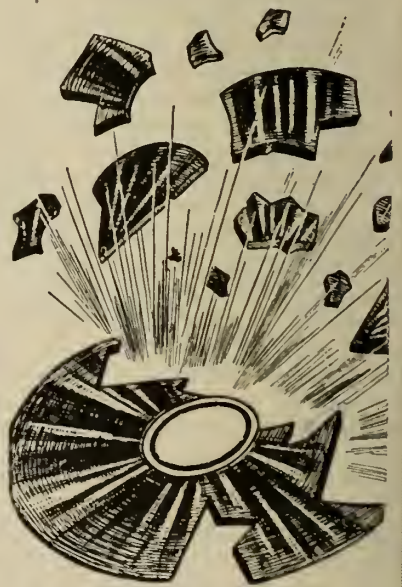
and at a low cost

The Daily Telegraph
AND
Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Another Record Smashed!



Average Circulation of
Daily British Whig
KINGSTON, ONT.
July 1920 - 6,180
July 1921 - 6,380
August 1921 - **6,782**
All A.B.C. Circulation

have been enlightened on the preservative qualities of paint and varnish. The 'Save the Surface' Campaign is invaluable for the dealer."

"The campaign has undoubtedly created a public sentiment not to be estimated in dollars and cents, although it has been stated that the seven words of the slogan have been worth a million dollars each to the industry," declared H. E. Mihell of the Imperial Varnish and Color Co., Ltd., Toronto.

Mr. Mihell, who is a member of the Canadian "Save the Surface" Committee, speaks with intimate knowledge of the movement.

"The campaign began three years ago," he explained. "It had its effect the first season, but this year its accumulative force is undoubted. We have had hundreds of instances from our own salesmen and in letters which indicate the influence of the campaign upon the public. Retailers who never before handled paint have taken on the line and are pushing it hard. We sent out a special representative to investigate for our company. He was not a salesman, but he made a careful canvass of dealers, farmers and householders. He reports that all these classes are sold on paint as never before, and

Results Retain Advertising In *The London Free Press*

There is no substitute for "results." Once an advertiser has tried and tested the pulling-power of a newspaper he naturally continues to use that paper. He will accept no substitutes.

Most advertisers in *The London Free Press* are in exactly that position. They have discovered by practical test that The Free Press will pull results for them in the Western Ontario territory.

New advertisers who seek to cultivate the rich trading district around London will do well to place their copy where most advertisers do—in the paper which during the past 70 years has built for itself unrivalled prestige.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	224 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Back On The Job!

WITH a complete staff, all eager to earn 48 hours' pay every week—and perhaps a little golden overtime—we are "on the jump" to serve you.

What's your present pressing, printing need? A simple office form, a catalog, price list, label, showcard, booklet, direct advertising mailing-piece?

Well, let it be what it may—little or big, simple or complicated—you'll find our service equal to the task.

Simply telephone Junction six-two-o-four, or drop us a line if it's more convenient.

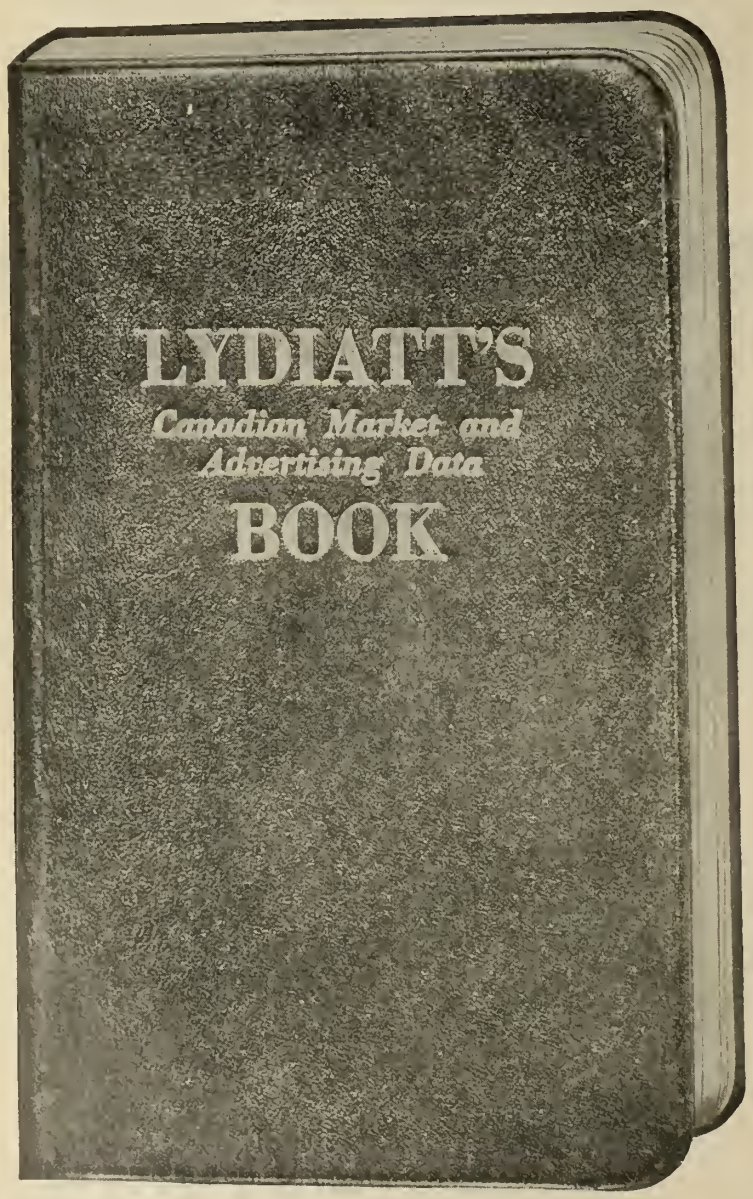
West Toronto Printing House

Cor. Keele St. & St. Claire Ave.
TORONTO

WEST TORONTO PRINTING HOUSE

Read What The Mennen Company, Newark, N.J. Says About THIS BOOK

"We have used LYDIATT'S BOOK in connection with our Canadian advertising during the past four or five years and have found it absolutely invaluable. It has not been found wanting in any particular."



The Ready Reference Desk Book Of Hundreds Of Advertisers

416 Pages. Pocket Size. Leather Bound. $5.00 A Copy.

Obtainable Only From The Publisher

W. A. LYDIATT, 53 Yonge Street, TORONTO

that the industry is on the eve of a much greater volume of trade.

"Several factors have contributed to the success of the campaign in addition to its own merits. First, its unselfishness has made a strong appeal. It shows the consumer that he gets a lot out of adequate paint protection. The retailers have taken hold and realized its benefit to them. They have made full use of the publicity matter provided and have 'cashed in' on the national advertising. The farm and trade papers have supported the movement, in spite of the fact that many paint concerns cut down their advertising in these mediums in order to contribute to the national campaign fund. At first many salesmen were Doubting Thomases, but conventions held at various points, such as Toronto, Montreal, Vancouver, Calgary and Winnipeg, enabled the salesmen to forget their competitive mental attitudes and get together to discuss the benefits of co-operation. They were sold the campaign.

"The prospects for the 1922 campaign are extremely bright," concluded Mr. Mihell. "It will be conducted by a committee elected by the Canadian Paint, Oil and Varnish Association. Last year we spent about $35,000 and this year a similar appropriation will be made. A feature of the campaign will be a series of historical advertisements that will be purely Canadian."

One criticism levelled against the "Save the Surface" Campaign was that a larger use of local papers should be made.

"I do not think the big national dailies are the best medium," objected Fred Moore, of the Benjamin Moore Co., Ltd., Toronto. "They are too impersonal for a campaign of this kind. We are taking our share in the 'Save the Surface' movement, but personally we have never spent a dollar in daily newspaper advertising, confining our efforts entirely to trade papers, general trade literature and dealer helps. We believe in advertising that is definitely tied up with specific dealers, and we have a number of customers to whom we make a contribution in money towards advertising in their local papers. That, broadly, is our own individual policy. We make no advertising appropriation and what we spend in this direction goes under the head of ordinary working expenses. That our policy is a good one for us is seen in the fact that our total sales, in the United States and Canada, amount to $10,000,000 yearly. This year, in Canada, our sales for this

year are 100 tons over those for 1920.

"I should like to see the 'Save the Surface' Campaign adopt other methods in addition to its national advertising," remarked Mr. Moore. "I believe they would find it an excellent idea to select a number of first-class speakers to talk on the value of paint and varnish as preservatives of valuable property. One of these speakers should be sent to a town to interest the mayor and councillors in the question as it affects their community. He should organize a public meeting with the mayor in the chair, and the councillors surrounding him, together with representatives from all the local business clubs and organizations, and put over a strong, convincing story of what the adequate use of paint would mean to that particular locality, expressed in terms of enhanced property values. Less worthy propaganda than that is constantly being got away with, and I see no insuperable obstacle in front of any attempt to render a piece of real service such as I suggest."

* * *

Campaign For Laura Secord

The Laura Secord Candy Studios, Toronto, with branch stores in the leading Eastern Canadian cities, are about to commence a general advertising campaign in a small list of publications. Up to the present their advertising has been confined to topical copy, announcing the opening of new stores, price changes, etc. The new campaign is being prepared by the Baker Advertising Agency, Toronto.

* * *

A. H. Graham & Company, Reading, England are placing copy for Kossolian, an animal blood purifier, in Canadian farm papers, for Day, Son & Hewitt Ltd., London.

* * *

The Mazda Lamp Campaign of the Canadian Westinghouse Co., Ltd., is being handled by the Hamilton office of A. McKim Ltd. Charts showing the hour of nightfall during the winter months is a feature of the new copy.

Artists Elect Officers

The Commercial Artists' Association of Canada has elected the following officers: President, F. H. Halliday, re-elected; vice-president, R. W. Capel; secretary, R. G. Baker; treasurer, J. Willson; executive board, Messrs. Westerbey, Cameron, Phypers, Biggs, Kinsley and Panton.

* * *

Large copy for the Kroehler Daven-O manufactured by the Kindel Bed Co. Ltd., Stratford, Ont., has recently started in the dailies, placed by the Federal Advertising Agency, London.

* * *

Copy for Bias Filled Corsets, manufactured by Bias Corsets Limited, 41 Brittain St., Toronto, has been placed by Consolidated Advertising Service with a restricted list of papers.

Make Hay—

THE holiday season is about here, and people will buy more freely with the cold weather. Are you advertising to let the consumer know that you have the goods they want? You don't need to spend a fortune to get results, and it will cost nothing to discuss your advertising and merchandising problems with

Frederick M. Hahn

General Advertising Service

79 Adelaide Street East, Toronto

Telephone MAIN 7559

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
54 Juror St.

Toronto
185 W. Richmond St.

London
209-211 King St.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

Shut The Door While The Horse Is In.

Protect those valuable papers, that family jewellery, the money you must leave near you.

The simplest form of protection in home or office is a Dennisteel Cabinet or safe. There are several styles and sizes, you'll find one to suit your needs.

DENNISTEEL *Made in Canada*

OFFICE SAFES, LOCKERS, House Safes, Material Cabinets

Much less expensive than a heavy, cumbersome safe of the old type, they provide all the protection from loss by robbery or theft that is required by the average individual. Don't cry after the robbery "I should have taken precautions." Take precautions now.

We also make

Steel Lavatory Compartments, Steel Shelving, Steel Chairs and Stools, Steel Bins. Ornamental Iron and Bronze. Commercial Wirework of all kinds. General Builders' Ironwork. "Boca" Solid Steel Sash.

WRITE FOR FOLDERS.

Halifax Ottawa Montreal Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON

Hamilton Winnipeg Windsor Calgary Vancouver

Happy and Prosperous

Happy Monsieur Drury? . . . By Gar, I sing all the day, I dont care me if the sun she shines or if the night is dark like one black cat—she's all the same to me!. . . Once people say "Baptiste! You no good N.P.! Skeedo!" Now? such *difference* . . . "Jean Baptiste You the hole *proposition*—the Cartwheel—the Pendulum —Oh everything!" Me I laff, I am always the same happy ole "Canayen" and get the truth in

Le Bulletin des Agriculteurs

63 William Street, MONTREAL

FRENCH CANADA'S RURAL WEEKLY

Victor C. Soucisse, Advg. Mgr.

Keep Your Brand Before The Public
Advertising Balloons will do it at small cost. Ask us cost of balloons in assorted colors carrying your brand and name
ROBERTSON & MURPHY Limited
247 St. Paul Street West MONTREAL

Circulation Manager Wanted

For Morning and Evening papers in Eastern Canadian Town of sixty-five thousand inhabitants. The successful applicant must combine all qualifications the position demands, viz.: Promotion work, Handling of Dealers, Boys Mailing-room, and Collections. Only experienced circulation producers need apply, with full particulars, which will be treated confidentially. Box 20, Marketing.

EDITOR WANTED

To take complete charge of a Weekly Farm and Home Journal in the Eastern Provinces. Apply with full particulars, to Box 21, Marketing.

D.M.A.A. Conventiou

Forty Canadian representatives headed by F. W. Hunt, vice-president, Direct Mail Advertising Association, and advertising manager of the Massey-Harris Co., Ltd., Toronto, attended the Direct Mail, House Organ and Better Letters Convention at Springfield, Mass., October 25-28.

The party included: Frank Galbraith, West Toronto Printing House, Toronto; J. G. Ryrie, R. R. Brown, Ryrie Bros., Toronto; F. Vila, Tuckett Ltd., Hamilton; H. S. Van Scoyoc, Canada Cement, Montreal; G. R. Allerton, Northern Electric, Montreal; W. J. Wood, Southam Press, Toronto; W. H. Griffith, Southam Press, Toronto; F. Ibbotson, Grip Ltd., Toronto; J. P. Lyons, Manufacturers Life, Toronto; G. L. Spry, Huron & Erie Mortgage Co., London; Miss Margaret Wade, McClary Manufacturing Co., Ltd., London; John Martin, Massey-Harris Co., Ltd., Toronto; R. B. Donald. James Fisher Advertising Agency, Toronto; G. M. Dingman, London; James K. Pickett, Union Trust Co., Toronto; J. H. Fitzgerald, Office Specialty Co., Ltd., Toronto; Fred E. Robson, F. E. Robson & Co., Toronto; W. J. Healy, Montreal; James Orr, A. D. Gow, London Printing and Litho., London; H. W. Donohue, Hay Stationery Co., London; Russell Donalds, Montreal; F. H. Curtis, Curtis Co., Windsor; R. G. Tress, Acton Publ. Co., Toronto; Clifford Elvins, Imperial Life, Toronto; Mrs. Clifford Elvins, Toronto; P. S. Cherry. E. H. Lawson, Might Directories, Toronto; F. H. Green, Davis & Henderson, Toronto; Chas. Wiggins, Wiggin's Systems, Winnipeg.

"I have never attended a convention that was more really business-like," said Mr. Hunt, when interviewed by MARKETING. "The discussions were eminently to the point and thoroughly practical. A pronounced feature of all the papers and addresses was that they were by users of advertising and based on the speakers' actual experience.

"It was interesting to note how so many firms attributed better business this year compared with last to direct mail advertising. Lines as distinct and far apart as automobile accessories and notions all claimed increased sales as a result of this form of advertising.

"Another point emphasized throughout was that direct mail advertising does not profess to be the 'whole thing.' It is only one of several cures for dull times, but its very important place when linked up with other forms of publicity was made clear. This was illustrated by Thos. H. Beck, vice-president, P. F. Collier & Son Co., New York magazine publishers. In the course of a talk on selling publications by direct mail. Mr. Beck said his firm always supplemented their other methods by direct mail. A definite schedule of so many subscriptions a month is fixed, and if they find they are falling behind their quota, they immediately fire out direct mail. The figures he gave were startling, and proved that direct mail is a definite and reliable result getter.

"Canada was heard from at each session. Amongst those appointed to lead discussions were, W. J. Healy, Montreal: E. H. Lawson, Toronto; Clifford Elvins, Toronto, and F. W. Hunt, Toronto. Two Canadians distinguished themselves by carrying off prizes: Miss Margaret Wade, editor "McClary's Wireless," winning the distinction of giving the best paper on House Organs, and Clifford Elvins, advertising manager of the Imperial Life, Toronto, gaining a similar honor for the best direct mail campaign.

In addition to being re-elected vice-president of the D.M.A.A., F. W. Hunt was honored by being twice cartooned in the local press.

* * *

"Prosperity Campaign" Approved By Poster Convention

One of the outstanding features of the thirty-first Annual Convention of the Poster Advertising Association held at Hotel Statler, Detroit, October 10-14th, inclusive, was a country wide poster advertising project submitted to the convention by Ivan B. Nordheim, President of the Ivan B. Nordheim Company. No. 8 West 40th St., New York City. The proposed campaign will represent the joint effort of the Poster Advertising Association and the Rotary Clubs of the United States to aid in the restoration of normal business conditions, harmony between all elements of capital and labor, and the finding of employment for the millions who are now out of work. Twenty-four sheet posters, carrying stirring inspirational messages will be posted in all of the seven thousand four hundred cities and towns of the Poster Association. This donation of space for this unique campaign is valued at not less than $1,200,000.00 and a contribution representing many thousands of dollars will be made by the National Association of Employing Lithographers who will supply lithographs. The national prosperity messages which will appear on the posters will be signed by President Harding, members of his cabinet, senators, and other men prominent in various walks of life. Plans were matured for putting the campaign on the boards early in December and carrying it through December, January and February.

Attendance at this year's convention broke all previous records of the organization. The largest previous attendance, that of the St. Louis convention in 1920, was considerably surpassed, the total registration exceeding six hundred. More than one hundred ladies were present, a number of them being owners or managers of poster plants. H. A. Williams of Williams Thomas Ltd., Montreal, was elected as the Canadian representative on the board of directors.

* * *

Osborne & Peacock Co. Ltd., advertising agents of Manchester, England, have recently placed contracts with Canadian publications for Hawley's Hygienic Black British Dye, manufactured by A. E. Hawley & Co., Ltd., Hinckley, England.

* * *

Silko Products Company of Hamilton, manufacturers of Silko hand cleaners, are placing their advertising through the Hamilton Advertisers' Agency. Another new account with the same agency is the Canadian Metal Products Co. Ltd., of Guelph, Ont., manufacturers of the well known Clay Gates. Farm papers will be used in this campaign.

* * *

Daily newspapers and farm papers are to be used for a campaign in course of preparation by McConnell & Fergusson Ltd., for Stewart Phonograph Corporation, Toronto.

* * *

A new poster for Oxo cubes has made its appearance on the boards.

for Your Jobber's Salesmen

Nothing will win their good will more effectively than one of these Data Books, with the name of each man imprinted on the cover in gold, and eight pages of special information about your products bound in with the first section.

for Live Dealer Clerks

One of these Data Books with special slogans printed in red at the foot of every memorandum page giving him a selling idea which he can use in his sales work. On the cover "Compliments of" your company.

for Broker's Salesmen

Imprint on the first line of each page for keeping record of monthly sales name of your product. Thus when the salesman enters his sales every month he will be forcibly reminded of the opportunity he has missed by not pushing your product harder.

for Your Own Salesmen

One of the Data Books with their individual name imprinted on the cover in gold. Put up in a special Christmas carton, and sent to you ready for mailing to your men.

for Friends Who Sell Things

Instead of a card or calendar send them a Data Book with their name in gold on the cover. It is a remembrance that they will really appreciate and thank you every day during 1922 for a ing sent it to them.

A Useful Remembrance for Men Who Sell Things

EVER since salesmanship was inve nted salesmen have been wishing for a vest-pocket reference book in w hich they could keep a record of appointments and call backs, a pl ace where they could compare one month's sales with another, income and expense account for tax purposes together with useful data such as tabl es of selling prices, equivalent discounts, etc. Now for the FIRST time a book of this kind is being brought out by The Dartnell Corporation and will be called:

1922 Salesman's Data Book

and Personal Sales Record

It will be ready for distribution Nove mber 15th. Orders are now being taken for quantities containing specia llv printed fly pages, sections, foot notes, and other matter. The regular edition will contain the following data needed in the everyday work of a sales man:

Selling Pointers

Pithy paragraphs by notably successful salesmen like Norval Hawkins of the General Motors Co., Saunders Norvell of McKesson & Robbins; Jack Jones of Alexander Hamilton Institute; and others. Will you help salesmen to bigger accomplishment?

Facts About Cities

Trading population as estimated by city clerks of 300 leading cities, together with name of best commercial hotel, number of rooms in the hotel, and population according to 1920 census.

Appointments and Call Backs

Arranged by weeks and months so that a salesman will have an automatic check on himself. At the foot of each page IN RED is an appropriate quotation from letters of leading sales managers to their salesmen.

Comparative Sales Record

Ruled and arranged so that a salesman may keep a record of his sales, classified by items, over a four year period for each month in the year. Shows whether he is improving or backsliding.

Legal Points

Which have a bearing on a salesman's work and which he should have at hand for reference when needed.

Tables of Selling Prices, Equivalent Discounts, Interest, etc.

Together with brief information giving short cuts which a salesman can use in working our mathematical problems relating to his sales work.

Credit Essentials

Tabulation of vital points which a salesman should keep before him when looking into the financial responsibility of an old or new customer.

Personal Income and Expense Record

Arranged for a salesman's use in connection with making up his income tax. A page for every month.

The book also contains a section for memoranda, addresses, postal information, parcel post rates to different zones, books for salesmen, automobile information, tire record, identification page and other useful material.

Vest pocket size—128 pages—Printed in two colors—Ledger Binding—Bound in embossed kartol leather, mission and gold finish—a book any sales man will be proud to carry.

Prices: $1.25 each; $12 a dozen; $75 a hundred

(Lettering Salesman's name in gold 25c per book extra)

"Marketing," 53 Yonge Street, Toronto

You Should Have A Set of these Maps

Showing the Distribution of Canada's Population

DESK-SIZE MAPS of each Province of Canada, showing counties, cities, towns and villages, railroad lines—in fact everything that a good map shows, plus the "distribution of population" feature. This makes them ideal maps for the use of sales and advertising managers. You may discover new fields for sales and advertising effort when you get this graphic picture of where the people are. The relative importance of different communities from a trading or advertising standpoint is seen at a glance.

THE population of the entire Dominion is embraced in a set of four maps which we are able to let you have at less than cost of production. Postpaid to any address on receipt of $1.00.

Marketing and Business Management

53 YONGE STREET, TORONTO, CANADA.

More Postage Needed

British business houses continue to complain at the number of letters arriving from Canada which do not bear the correct amount of postage, and must consequently be surcharged. Apparently many Canadian firms have not yet grasped the new postal regulations covering letter mail from Canada to the British Isles, which is now four cents for the first ounce and three cents for each subsequent ounce.

✣ ✣ ✣

Curzon With Tooke Bros.

Edward B. Curzon, advertising manager for Darling Bros., Ltd., Montreal, and editor of the *Darling Digest*, will sever his connection with that firm at the end of the year, to assume the duties of advertising manager for Tooke Bros., Ltd., Montreal, which involves the editorship of that firm's house-organ, *Tooke Talk*.

✣ ✣ ✣

Senator Nicholls Dead

Senator Frederick Nicholls, former president of the Canadian General Electric Company, and connected with a number of Canadian industrial concerns, died recently at his home in Toronto.

✣ ✣ ✣

Sills With Kitchener Telegraph

A. R. Sills, for the past three years advertising manager of the Brandon *Sun*, has been appointed advertising manager of the Kitchener *Telegraph*, effective November 15th. Mr. Sills was previously connected with the J. Bower Lyon Advertising Service of Ottawa, and later with A. McKim Limited at Montreal and Winnipeg.

✣ ✣ ✣

The Sydney S. Bowman Company, Montreal, handles the Borden milk campaign; not the Desbarats agency, as was inadvertently stated in the last issue.

✣ ✣ ✣

Both from the standpoint of typographical appearance and position on the page the Salada and Luxura tea advertising now running are remarkably similar. The new copy for Luxura has recently been placed by the Baker Advertising Agency.

✣ ✣ ✣

Small space is being used to advertise Bowes Almond Icing, whose account is being handled by Norris Patterson Ltd.

✣ ✣ ✣

McKim's Montreal office has recently sent out copy and instructions for Ovaltine, a tonic food beverage, manufactured by A. Wander Ltd., London, England.

✣ ✣ ✣

Copy is being placed direct for "Meadow Sweet" Pie Filling made by the Meadow Sweet Cheese Manufacturing Co. Ltd., 302 Notre Dame Street West, Montreal.

✣ ✣ ✣

The Blackman Company, New York, has secured the advertising account of the Proctor & Gamble Company, Cincinnati.

✣ ✣ ✣

The Winnipeg office of J. J. Gibbons Ltd., is placing some newspaper copy for "Wine of Pepsin," distributed by Canadian Druggist Supplies Ltd. ,Vancouver.

✣ ✣ ✣

The Guelph Lumber Company is placing direct in some farm papers a campaign for their Wellington Silo.

Timely Copy For Paint Firm

Excellently timed copy for Brandram-Henderson Marine Paints appeared throughout Canada on the same day that newspapers were carrying the news article featuring the win of the schooner "Bluenose" over the "Elsie" of Gloucester, in the Fisherman's Race.

The advertisement, which was prepared by the Advertising Service Co. Ltd., reproduced the "Bluenose" and the trophy, and called attention to the fact that B. H. Marine Paints were being supplied for use on the winning vessel.

* * *

Death Of R. L. Richardson

Robert Lorne Richardson, founder of the Winnipeg *Tribune*, and member of Parliament for Springfield, died at his home in Winnipeg on Nov. 6th, at the age of 61, after a lengthy illness. Mr. Richardson was three times elected to the House of Commons. It is a little known fact that he was the author of several novels.

* * *

The advertising of Craig, Luther & Irvine, stock brokers, Montreal, is being handled by the Montreal office of The Advertising Service Co., Ltd.

* * *

The death occurred at Toronto, November 7th, of James Grand, president of the well known stationery firm of Grand & Toy Ltd. Mr. Grand connected himself with the publishing and stationery trade at an early age.

* * *

A farm campaign for the Canada Cement Co. Ltd., is now being prepared by the Advertising Service Co. Ltd. The first advertisement will appear early in December.

* * *

George M. Graham, formerly in charge of sales for the Pierce-Arrow Motor Car Co., has assumed a similar position with the Chandler Motor Car Company, Cleveland.

* * *

The Wahl Company, Chicago, makers of Eversharp pencils, have given their advertising account to N. W. Ayer & Son. A new campaign will be started shortly, using newspapers, magazines and posters.

* * *

Ernest A. Dench, the well known trade paper writer of Sheepshead Bay, New York, will shortly publish a paper to be known as *The Window Display Reporter*. Correspondents in the leading cities of Canada and the United States will furnish reports of the best window displays in their districts from month to month.

Home-Owning Prospects

Over 95% of the 18,000 families in Prince Edward Island own their own homes. In Canada's most productive province the people live well and buy well. Two newspapers cover the entire territory. The concentrated buying-power of this compact market can be won by the use of these two A.B.C. newspapers—

Guardian & Examiner P.E.I.

CHARLOTTETOWN

"Every National Advertising Campaign stands or falls on the indifference or co-operation of the RETAIL STORE CLERKS."

THIS STATEMENT was made by C. H. McIntosh, President of the Associated Advertising Clubs of the World.

Coming from a man of so high standing in the advertising profession, it is worthy of serious consideration.

When will you manufacturers stop shooting over and through the retailers with your broadsides of general publicity, that do not get anywhere as far as the dealer is concerned?

The dealer is getting tired of being shot up. Why not work with him? Why not take advantage of that big effective selling organization, viz., the retailer and his clerks?

Why not educate those clerks as to the selling points of your goods; your service; something about the house that stands back of the goods, to strengthen their faith?

They cannot recommend if they do not know, and they will not recommend if they have not faith in your product.

What are you doing to get the dealer and his clerks' enthusiasm behind your product?

When considering the dealer also consider the merits of the COMMERCIAL PRESS Group of Business Papers that are merchandising papers only.

The COMMERCIAL PRESS, Limited

Southam Building, MONTREAL **51 Wellington W., TORONTO**

The Electrical Dealer and Contractor
The Retail Grocer and Provisioner
The Canadian Hardware Journal
The Retail Druggist
The Canadian Manufacturer
The Canadian Furniture World
Tire and Accessory Journal

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

How 21 Concerns Reduce Salesmen's Expenses

A wealth of valuable suggestions for the sales manager interested in keeping down the cost of operating salesmen. Subjects covered are: Use of daily and weekly earnings statements issued to salesmen, examples of suggestive economy bulletins, with report of investigation as to how various concerns are trimming down expenses to keep pace with the rising cost of traveling men. Includes chart digest form showing expense allowance in different lines.

Price, postpaid, $1.10.

Quota Plans For Stimulating Sales

Tells how concerns like the Beaver Board Companies, Burroughs Adding Machine Company and others have worked out, after years of experimenting, a quota plan that actually increases sales without destroying the men's morale. Factors to be considered in laying out a scientific quota plan; statistical data available and where to get it; with an important section on making the most of your quotas after you have worked out the plan. Even though you are not immediately interested in a quota for your salesmen, it won't be long until you will be giving this subject serious thought. Better get this report while the supply lasts.

Price, postpaid, $1.85.

Report Forms and Check-up Methods for Salesmen

This is the fourth edition of this report. It has been rearranged and brought down to fit new conditions. It shows specimens of report forms and systems used by such concerns as Orange Judd Co., American Writing Paper Co., etc. These forms are valuable to have handy when you wish to change your own methods. A particularly good feature of the concrete suggestions it will give you in regard to "selling" the report idea to your salesmen. 8,500 words.

Price, postpaid, $4.50.

One Hundred Sales Contest Ideas

A digest of plans used by over 800 subscribers to the Dartnell Service in staging sales contests. Gives you at a trifling expense experience which hundreds of sales managers have paid much money to learn. Tells when sales contests pay, and when they do not, what prizes bring best results, how to put the contest up to the salesmen, in addition to the actual suggestions for contests outlined. Profusely illustrated.

Price, postpaid, $3.50.

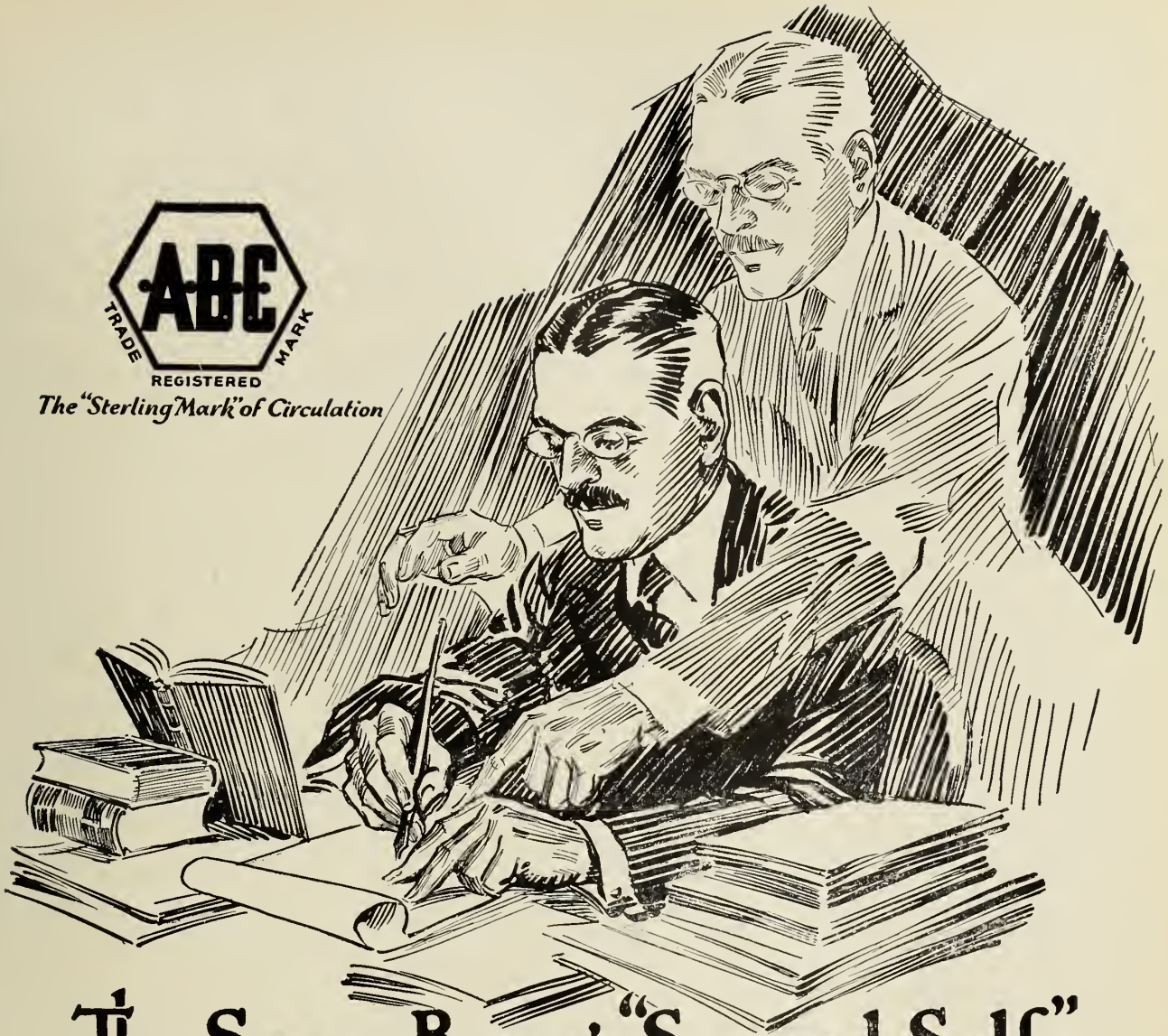
Sales Control Methods For Getting Full Results

This report describes methods used by such concerns as Libby, McNeill & Libby, Carter's Ink Co., National Casket Co., and others for locating the business that the salesmen should have but are not getting. Gives full data on putting in record systems, and using the system to awaken salesmen to over-looked opportunities.

Price, postpaid, $1.60.

THE above Dartnell Special Reports on Sales Methods, Plans and Ideas, give you the experience of hundreds of representative concerns in all lines of business. They give actual plans and figures, mention names and dates, and embrace findings which have cost other firms many thousands of dollars. Sent postpaid on receipt of the price—subject to return for credit if not found up to expectations.

MARKETING, 53 Yonge Street, TORONTO



The Space-Buyer's "Second Self"

Certain it is, that, supplied with A. B. C. Reports, the space-buyer becomes a dual personality—two men.

There is always at his elbow—at his beck and call—a second self, armed with the most precious information concerning Newspapers, Magazines, Farm Papers and Business Publications.

No space-buyer or advertiser can possibly keep in personal touch with the thousand varying conditions in every center or corner of the United States and Canada.

To do so through his personal representatives would be equally impractical for financial reasons.

But the A. B. C. accomplishes this gigantic task thoroughly, promptly and at a cost that is trifling to both publisher and advertiser.

It is the thoughtful, measured, always-sure word of advice in the space-buyer's ear—day in, day out.

For further information apply to

Audit Bureau of Circulations

202 South State Street · Chicago ·· 152 West 42nd Street · New York

1c. per line per 7,000 of Readers

DO YOU REALIZE that it is now possible to purchase space in Halifax, strategic centre of stable Nova Scotia, at around 1c. per line per 7,000 of readers?

This remarkable opportunity is opened up by the fact that *The Halifax Herald*, as shown by the latest A.B.C. Reports, has been going ahead by leaps and bounds till its *net paid* circulation is today running over 14,500 daily.

Taken in combination with *The Evening Mail*, which has close to 16,000 *net paid* circulation daily, the combination rate gives you the benefit of tremendous circulation at trifling cost.

The Halifax Herald has more city circulation than any paper published in Halifax, morning or evening, except *The Evening Mail*. It has more provincial circulation than any paper published in the province, morning or evening.

The Evening Mail sells four-to-one faster in Halifax than any competing paper and supplements *The Halifax Herald* with strong provincial connections. This great group gives you a chance to swamp Halifax and blanket Nova Scotia.

Rates from our Central Representative, J. B. RATHBONE, 95 King St. East, Toronto, and 317 Transportation Building, Montreal, or write direct—

THE HALIFAX HERALD

THE EVENING MAIL

AND

THE SUNDAY LEADER

HALIFAX, Canada.

Volume XV.
Number 23

TORONTO DECEMBER 1st, 1921

20 Cents a Copy
$2.50 a Year

Marketing
and Business Management

Edited by
W.A.Lydiatt

'Playing-Up' Vocalion's Qualities

RARELY are two "linked" products endowed with qualities of such unusual appeal as those of the Aeolian-Vocalion and the Vocalion Record. It has been our privilege to marshal these qualities into advertisements that are establishing the name Vocalion in the minds and homes of the music-loving public.

Steady increase in sales is attending our efforts; and The Scythes Vocalion Company is well-advanced on the road to that commercial supremacy which is the logical outcome of a worthy product aggressively marketed.

May we contribute to YOUR advertising our experience gained in serving fifty of Canada's most prominent concerns?

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO
Drummond Building, MONTREAL.

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

The Canada Bread Company Limited have been consistent users of posters for many years in the various territories where they have become established. Their billboard advertising is familiar not only to consumers living in the actual cities where they have bakeries, but also in adjacent towns.

The persistent use of posters by this company is sufficient proof that they regard this medium as admirably suited to their advertising requirements.

THERE is no debating about the quality or value of circulation which reaches ALL classes of consumers.

POSTERS reach all the people all the time, with the most direct, most forceful display, and in locations that carry the greatest circulation value in each locality.

Every minute, every hour of the day, POSTERS present your message, quietly, effectively, forcibly.

There's power, permanency, prestige, in POSTER publicity.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association

OF CANADA

OFFICIAL REPRESENTATIVES

E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO., LTD.,	Bank of Toronto Chambers,	ST. CATHARINES, ONT.
HARRY DUKER, LIMITED		VANCOUVER, B.C.
A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO., LIMITED	Lewis Building, St. John Street	MONTREAL

W. W. SCANE, Secretary, CHATHAM, ONT.

A Bath-Tub For Every Binder

A farm woman at the Ontario Farm Women's Institutes' Convention in London three weeks ago made the following statement in the course of some remarks :

> "It is often our own fault that we do not have the things we need to help with our work . . . We carry water in and carry it out just because we don't realize what these improvements would mean for the benefit of the whole family."

A power washing machine for the house for every washing machine bought for the farm
A bath-tub in the house for every binder on the farm.
Running water in the kitchen for every riding plow for the fields.
A kerosene cook stove for every automobile truck.
A fireless cooker for every new mowing machine.
Our share of the farm income.
This is what the farm women of Nebraska demanded at their recent convention.

A CONCERTED MOVEMENT

The Government, the Women's Institutes and the farm papers are all behind the movement to better the lot of the Canadian farm women by preaching modern equipment in the farm home. The subject will be dealt with in the Short Course at the Ontario Agricultural College this winter. All that is needed to start a tremendous buying movement of these products on the farms is the co-operation of the household implement manufacturers with the Government and Women's Institutes and the farm press.

GET BEHIND THE MOVEMENT

FARMERS' MAGAZINE is in personal touch with the activities of the Ontario Farm Women's Institutes. One of our editors addressed two out of their three conventions this fall. Detailed reports of these conventions were published in the Magazine. A large Women's Department is run in every issue containing a recipe column, fashion page, Women's Institute news, articles on household equipment and fiction stories. It goes into 30,000 farm homes every week.

Write for an A.B.C. Statement and other data.

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

W. W. Pearse,
Business Administrator
and Secretary-Treasurer.
J. W. Burns,
Assistant Secretary.
Wm. Kerr,
Supt. of Purchasing & Supplies.
C. J. Doughtly,
Supt. of Maintenance.
H. V. Smith,
Chief Accountant Buildings.
N. H. Bilbrough,
Chief Accountant Maintenance.
C. C. C. Dyson,
Architect.

THE BOARD OF EDUCATION TORONTO

Board of Education of the City of Toronto

Administration Offices

Please address all correspondence to Business Administrator.

In reply please refer to
Subject Magazines & Periodicals
Attention of Mr. Kerr.

Toronto, October 28th., 1921.

Mr. A.S.C. Smith,
Representing,
Everywomans World.

Dear Sir :

The existing 24 subscriptions to Everywomans World, of the Board of Education will,(except in the event of very unforeseen circumstances) be renewed at the beginning of 1922, and an additional 8 subscriptions made, making a total of 32.

Yours truly,

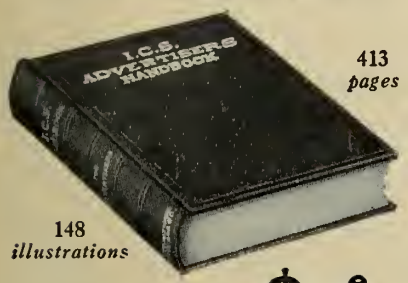
FHC/ACG.

Wm Kerr
per F.H.C.

SUPT. OF PURCHASING AND SUPPLIES.

Mac
one example of
why E. W. keeps the
biggest magazine
circulation in the country.
He keeps old
friends and
gets us new ones

The Complete ADVERTISING HANDBOOK



413 *pages*

148 *illustrations*

$1

HERE'S just the book on Advertising that you need to be your silent but always-ready assistant, to answer your many questions, to teach you new kinks and methods, to be your memory for details about the rules and practices, tools and accessories of the Advertising business.

You can broaden your knowledge with this Handbook—you can make yourself more useful, more efficient. As an advertising man, it will save you days of time by assisting in the quick handling of details; it will furnish you with new ideas, new ways of using old ideas; every page will return, in service, many times its nominal cost.

As a business man, having goods and service to sell, the Advertiser's Handbook will help you to increase your business and assist you in keeping a check on expenditures for advertising and printing; it will teach you to get full value for your money. With it you can quickly acquire familiarity with the technical details of the advertising and printing arts. As a clerk, bookkeeper, stenographer or salesman you can get an understanding of the fundamentals of advertising through this book.

The I. C. S. Advertiser's Handbook explains the following:

How to Write Advertisements
Type and Layouts Proof-reading
How to Order Engravings
Electrotypes and Stereotypes
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Advertising Illustration
Novelties General Advertising
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Street Car Advertising
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How to Judge Mediums
How to Key Advertisements

Just fill out the coupon below—slip it into an envelope with a dollar bill and mail. This 413-page Advertiser's Handbook will come to you by return mail.

You run no risk!
Money back if desired!

— — — — — TEAR OUT HERE — — — — —

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Box 1991, 745 St. Catherine Street, W. Montreal, Canada.

I enclose One Dollar. Please send me—postpaid—the 413-page I. C. S. Advertiser's Handbook. It is understood that if I am not entirely satisfied I may return this book within five days and you will refund my money.

Name.....

Street Address.....

City..... ....Province.....

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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JOHN C. KIRKWOOD and LOUIS BALSAM, Contrihuting Editors.
BERTRAM R. BROOKER, Business Manager.

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ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue

If Canada possessed
100,000,000 people

NO LONGER can it be said that there is not enough magazine circulation in Canada to carry on an effective national campaign.

If the comparisons usually made between Canadian and United States magazines were based on the proportionate population of the two countries, it would readily be seen that Canada is rapidly approaching its neighbour in the coverage offered by its national magazines.

Canada does not possess 100,000,000 people. The inhabitants of this country number less than 9,000,000; so that a Canadian magazine of 50,000 circulation reaches the same proportion of population as is covered by a magazine of a million circulation in the United States.

The magazines of Canada, both French and English, reach ***one family in every four.***

More and more advertisers are coming to realize that the advertising situation in Canada has changed with the growing strength and influence of magazines, purely Canadian in character and circulation.

The media having national influence in the chief trading centres of Canada are the magazines listed below

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

Woman's Century
TORONTO

World Wide
MONTREAL

(All Members A.B.C.)

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All these Magazines are members of the Canadian National Newspapers and Periodicals Association, 70 Lombard Street, Toronto. Data gladly furnished.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Vol. XV. DECEMBER 1st, 1921 No. 23

ADVERTISING MUST BE MORE DEFINITE

The expression of advertising in layout, art and copy must measure up to more positive standards. Much advertising vague, indefinite, spiritless and without purpose. Some of the essentials of "definite" copy.

Written for MARKETING by BARNET BRAVERMAN

IF most business men and advertising men had a definite conception of the economic system under which they manufacture, market, advertise and sell products, they would not be twiddling their thumbs while hoping for some mysterious, unknown influence to restore normal conditions; nor would Dun and Bradstreet be able to tell us that ninety per cent. of private businesses fail.

The business man and the advertising man who is indefinite in his understanding of the industrial system that makes advertising a necessity will most likely reveal an indefinite trend of mind in the production of sales literature. That such is the case today is indicated by the indefiniteness of business men in coping with present industrial conditions and the indefiniteness of advertising in relation to layout, art and copy.

Now, this matter of definiteness in advertising layout, art and copy, while seemingly complex to many, is quite simple. Perhaps it is difficult of achievement because simplicity itself is so hard to acquire. The art of simplicity is usually evident in advertising that is definite in the impression it conveys.

Indefiniteness in an advertising campaign is featured by an absence of harmony between layout, art and copy. Often it is indicative of the novice and the superficial phrasemonger. Definiteness in advertising is no accident. Its background consists of a thorough understanding of economics (the science of wealth production, distribution and exchange) plus the ability to make people visualize a name, a package, a trade mark, a slogan or a figure. To make people visualize a product and its advertising, it is essential that forceful, pleasing suggestions in layout, art and copy be used. This kind of advertising imparts conviction, logic and good will to the consumer, and has organization, definiteness and unity of thought behind it. Furthermore, it is the kind of advertising that produces sales.

"INDEFINITENESS" ILLUSTRATED

Perhaps it may be best to give illustrations of indefiniteness in advertising (as related to layout, art and copy) by referring to a recent campaign on brass goods. The appropriation set aside for the campaign was liberal, and provided for magazine advertisements, four page letters, folders or broadsides, and a brochure to be mailed to the dealer. The only good features about this campaign were the interest value of the slogans, the dash and swing of the layouts, and beautiful printing. But as regards taste for unity and definiteness in typography, illustration and copy, it is fitting to say that the campaign looked as though it had been planned rationally and definitely by its creator, the idea man, only to have its production in art and copy supervised by a novice or a crazy man. I mention the facts:

1—Six styles of type were used for display captions (Cheltenham Old Style, Cheltenham Italic, Caslon, Bodoni, Gothic and De Vinne).

2—Display copy sprawled all over the page, thus losing definiteness and cohesion.

3—Three styles of technic for illustrations were employed, i.e., wash, tempera and crayon.

4—Decorative illustrations appeared in some of the advertisements instead of realistic pictures.

5—There were too many color spots, particularly of the manufacturer's trade mark.

6—Poor spacing.

7—Vague, indefinite, spiritless copy that contradicted itself, repeated itself without purpose; the sort of copy that is the product of a lazy mind, written instead of thought out.

The brass campaign pulled very well in 'return post card' replies. This fact was offered as an answer to the remark that the campaign lacked definiteness and precision in art and copy. However, that kind of response could only come from a standpat, leave-well-enough-alone type of advertising mind, preferring to rely on indefiniteness rather than admit that cohesion in layout, art and copy could have produced more inquiries.

Let us consider a few, simple propositions as a standard by which to judge the definiteness of advertising layout, art and copy.

LAYOUT

Why are layouts made? There must be a definite reason for making layouts. Are they not made to help create a definite impression? If the impression isn't definite and understood at a glance, can a layout be good? When looking at a layout, one should feel at once that the per-

son who laid it out had a definite purpose in deciding upon a particular style and arrangement of typography, illustrations, and the space into which they and the copy have been placed.

To return to the brass goods campaign: Why were six styles of type used for display? Why were they made to ramble vaguely across each piece of advertising matter, without relation to the illustrations, the copy, and above all, without relation to the product being advertised? The use of so many styles of display type in the campaign must have led to some confusion. Why set display captions in different styles like so many roads leading to nowhere? Had the copy for the brass campaign been excellent, its language would inevitably have been rendered less forceful by too many styles of type display.

Layout Proposition No. 1—To maintain a sense of definiteness and unity, and to impart it to the reader. the display type in an advertisement or in a campaign need not consist of more than two styles. A little study of the best advertisements will show that they contain one and seldom more than two styles of display type.

Layout Proposition No. 2—When rightly employed, there is nothing as effective as plain English (or a good picture) to express a thought. The practice of capitalizing, italicizing, and underscoring words for emphasis makes apparent the fact that the one who engages in such efforts is incapable of putting power and imagination into ordinary language.

Layout Proposition No. 3—The page most easy to read is one in which the type and illustration make an even tone.

Layout Proposition No. 4—Spattering an advertisement or the pages of a catalog with miniature cuts of the manufacturer's trade mark, betrays the hand of the amateur. It is also a tendency that shows more is thought of the manufacturer's trade mark and product than in telling the reader what benefit he may derive in buying the product.

Layout Proposition No. 5—To avoid mental and optical confusion, a layout should have simplicity in typography and pictorial statement. A complex, indefinite layout by its resultant confusion and contradiction renders negative the positive impression which any well prepared advertisement should give.

Art in Advertising

To make a definite impression on the reader, the illustrations, as has been pointed out, should be the same in style throughout an advertisement or a campaign.

The style of the illustration should give a definite impression so that the consumer may recognize and associate the product with the illustration (or slogan and trade mark).

Art Proposition No. 1—It is unwise to have illustrations exaggerate a product, since reaction is bound to follow disillusionment on the part of the customer.

Art Proposition No. 2—It goes without saying that an advertising illustration should represent a selling idea, despite its artistic qualities. It should help create the attention that results in the interest and desire to buy.

Art Proposition No. 3—A sales message is more frequently put across by the means of a good design or illustration than one poor in draughtsmanship, artistry, and style. Many a campaign or advertisement is weakened by the use of mediocre art work, which by its very nature, cannot stimulate interest, desire and action.

Art Proposition No. 4—Don't insist on detail in an illustration (except where photographic likeness is demanded). Suggestion and the imagination of the reader will do more to supply reality than any amount of detail. "To name is to destroy."

Art Proposition No. 5—Illustrations are either creative, realistic or smart. Products that lend themselves to decorative illustration shouldn't be illustrated by realistic ones. Products requiring realistic pictures should have them instead of smart or decorative pictures. Products that have snap and chic are best adapted for smart, snappy, drawings.... (note remarks made about the discordant pictorial note made in the brass goods campaign by the use of both decorative and realistic styles).

Art Proposition No. 6—Simplicity in treatment of a design or illustration goes a long way to put across the definite idea of a sales message.

Art Proposition No. 7—Whoever plans a campaign should have a definite idea of the particular style of illustration most suited to both product and copy, and his ideas should be impressed upon the artist thoroughly. A picture must be as definite as the idea upon which the well prepared advertisement is built.

Elsewhere in this article is the statement that indefiniteness in advertising copy is indicative of the novice and phrase-monger. The man who attempts to write advertising literature without having had his capacity for analysis sharpened by intensive study of economics (the science of wealth production, distribution and exchange) will show lack of analytical power in his copy. Most advertisements have this shortcoming, and it is usually camouflaged with phrases slapped together for effect. For effect—yes. But what about sales?

Advertising Copy

I am not trying to find fault with copy writers who are not economists and analysts. I am simply trying to show, as best I can, why much advertising copy is indefinite, and why it should be definite. If a copywriter has had his perception sharpened by economics, his copy will have a positive, definite, convincing tone. Nor will his advertisements read like an announcement.

Copy that is written to sell should create the desire to buy. and not merely announce. Pick up any magazine and look at the advertisements. Aren't most of them announcements that do not suggest definite interest and desire to the consumer? An advertisement that is built on analysis is so individual that its slogan features, and copy would look out of place in the advertisement of a competitor's product. An announcement hasn't the positive, definite selling appeal that an advertisement has: yet most copy written today is nothing more than announcement matter.

Frequently, an advertisement looks as though it ought to be good, but isn't. The copy is good, but contradicts itself in the style of illustration, typography and layout. Such an advertisement is indefinite. Again, copy is often rendered indefinite when it makes the same appeal to the mass and the individual, resulting in appeal to neither.

As there are styles in illustrations and typography, so there are styles in copy—realistic, imaginative, and smart copy. The copy style should conform to the character of the product, that the consumer may retain a definite impression of the article advertised.

Here are a few simple propositions concerning definiteness in copy:

Copy Proposition No. 1—Good, definite copy is the result of a vital

analysis of the market, the consumer, the social conditions under which he lives, and the talking points of the product. Phrase-mongers and announcement writers do not write copy of this calibre.

Copy Proposition No. 2—People are tired of the ordinary appeal in announcement advertising. They want to be shown, interested and convinced. Therefore, the advertisement that interests and convinces is the one that makes the definite, specific appeal.

Copy Proposition No. 3—The language of the copy should be direct, truthful, enthusiastic and persuasive. And analysis is necessary before the copywriter can write in this spirit.

Copy Proposition No. 4—Ideas in copy should be linked with ideas and style embodied in picture, type decoration and layout, all functioning as a unit toward a single end: The desire to buy or the creation of good will.

Copy Proposition No. 5—It is comparatively easy to write with conviction about an article or product that is honest. Commodities that are honest do not require over-emphasis or exaggeration.

From the remarks that have been offered on definiteness in advertising, the manufacturer or the advertiser may realize some of the elements that are essential to make an advertising campaign contain a definite appeal and produce sales, the definite result of real advertising.

With industrial conditions bringing back the days of a buyers' market, with competition for business becoming a real test of the foresightedness of business men it remains to be seen whether they will continue to use indefinite announcement copy for sales promotion. Or will the business man decide to be definite, and insist upon and be willing to pay for vital analysis in advertising—the kind that will make definite appeal, convey definite impressions, and create definite demand for goods?

* * *

TWELVE TIPS ON ADVERTISING*

Tip No. 8.—Talk Price Least And Last

Selling for the mere sake of selling benefits nobody—there must be a profit. Best to advertise *desirability*. A reputation for cheapnesss dangerous. Ideas of value depend on knowledge and appreciation of the goods.

By Herbert N. Casson

THE main thing in selling goods is not to sell them. Anybody can do that. You can pack your shop with customers and ruin yourself at the same time.

The main thing is not to attract a crowd and make a sale. Once this is clearly understood, it prevents many bad blunders in salesmanship and advertising.

The Main Thing is to Sell at a Profit

If you buy for 25c and sell for 26c, that is not salesmanship at all. That is a deficient costings system and an eventual deficit.

But if you buy for 25c and sell for 35c, that is good salesmanship and an eventual fortune.

To overbuy—to sell two-thirds of the stock at a fair profit—to throw away the remaining third below cost at a sale—this is the usual thing. It is not good business and it is not good sense.

Selling for the sake of selling helps nobody. It does not even help the public in the long run, as it breaks down the structure of trade and commerce.

There must be a profit, and in order to make this profit as large as possible, price should be mentioned least and last.

There are several exceptions to this rule. The coster with a barrow in the slums, for instance, should talk price FIRST AND ALWAYS. He is selling to the poor, and they are obliged to buy what is cheapest.

A coster who would talk quality, would make a fool of himself. He would make his customers suspicious and they would leave him and go to another barrow.

The trader who has a small shop in a poor neighborhood should talk price. He is not expected to have good merchandise. His apples are specky and his bacon is salty and his butter is rancid—it has to be, or his prices would be too high.

In a word, there is no such thing in business as THE BEST GOODS AT THE LOWEST PRICES.

The best goods are dear. They must always be dear. And while some shops may fool the public for a while, by pretending to combine high quality and low price, in the long run they are found out.

In every town there are several really cheap shops. But the customer must take his chances. The goods are mostly odds and ends, picked up here and there. Shrewd customers often do well in these shops, but the average customer buys something he is soon afterwards sorry for.

But it is not mere cheapness that builds up any business. Is it not true that the largest shop in every town has a reputation for being slightly dear?

In general, it is best to advertise the DESIRABILITY of the goods, rather than their low price.

A REPUTATION FOR CHEAPNESS IS DANGEROUS—how few business men realize that!

If cheapness were so important, there would soon be nothing left but costers and barrows; but Quality, in the end, conquers Cheapness. That is the testimony of civilization.

The great bulk of our middle-class buyers know very well that trash is dear at any price. They know that a gown for $30 that lasts 3 years, is cheaper than a gown for $15 that lasts one year.

First cost is not what determines the true cost of an article. All wise buyers know that.

There is nothing so cheap as a really good article—a typewriter, for instance, that lasts for 30 years or an engine that lasts for 40. The price PER YEAR is the vital point.

In all advertising, better get away from price as much as you can.

TALK THE GOODS.

TALK THE CUSTOMERS.

TALK THE SERVICE.

There are all manner of talking-points other than price. There is quick delivery, or a generous credit

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policy, or money back, or the romance and desirability of the goods themselves.

You can show that your goods are attractive-suitable useful-durable-superior in at least one point.

Merely to yell price is to make yourself a coster and your shop a barrow. You may gain 50 poor customers, but you lose 5 rich ones. Net gain—nothing.

Here you have one of the main reasons for advertising agencies—an agency enables you to talk quality in a more effective way.

That's really what an agency is for although many of them have forgotten it, and are yelling price like a pack of amateurs.

Let us carry the subject a step further—is it not true that PRICE IS MENTAL? Does not the conviction of cheapness depend mainly upon a knowledge and appreciation of the goods?

Buyers themselves do not know values—that is generally true. They must be shown. Their idea of cheapness depends on what they know about the article and their desire for it.

Suppose, for instance, I am shown an oil painting. I am told the price —$50,000. Naturally, I think—"How dear! How preposterous!"

But I am told that the picture was painted by Rosa Bonheur. I am told that this picture is known by art critics in all countries. I am shown its fine technique and its harmonies, and finally I think—"Poof! $50.00! It is priceless."

That is why you must talk price least and last, because cheapness depends on the relation of price and desirability.

First show that the goods are desirable. Picture them. Describe them. Throw on them the coloured lights of language and art.

Then when you have put Quality high, mention Price. That is the technique of Salemanship and advertising.

It is generally a safe rule, in business and sport and everything else, that whatever greenhorns do is wrong. The new beginner has no skill.

So, in this matter of price, you will find that amateur shop assistants and amateur advertising men, always babble price.

If you have the misfortune to be waited on in a shop by a new untrained girl, she will probably ask you—"What price?" Then she will toss several articles on the counter and tell you the price quickly and insistently, as though that was all that needed to be said.

In almost every shop, you'll find these wretched little *Price-Tellers*, who lose more customers than all the advertising gains.

Price-telling is not Salesmanship. Neither is it Advertising. It should come last. It is the apex of a pyramid of tact and persuasion and courtesy and display.

..Price Should Never Be Mentioned Until The Customer Thinks It Is More— that is a safe general rule.

It is one of the *Duties*, as well as part of the *Technique*, of an advertising man, to protect his client from the dangers and losses of a price-cutting policy. *Sales Must Not be Made on Price Until All Other Efforts Have Failed.*

* * *

ADVERTISERS ADJUST AGENCY RELATIONS TO SUIT THEMSELVES

Association of Canadian Advertisers at annual meeting determined that agency remuneration be subject to arrangement between advertiser and agent. Four Canadian Agencies said to be actively soliciting business on "net" basis. Two days' convention crowded with live discussion on many topics. Clifford Elvins elected President.

PROGRAM, attendance and enthusiasm at annual Convention of the Association of Canadian Advertisers, held at Toronto, November 10 to 11, all combined to show that the organization has developed into a force to be reckoned with in Canadian advertising circles. The Association enters its eighth year of existence as an exceedingly virile and compact body, rendering an ever increasing service to its members, who comprise practically all the big advertisers in the Dominion. Not only does the membership continue to grow, this year showing a total of 99 compared with last year's 83, but the principals of membership firms are endorsing the work of the Association and regarding it less and less merely as a meeting ground for their advertising and sales managers, and more and more as a force demanding their interested attention.

A new feature of this year's program was the Sales Managers' session with which the proceedings opened. The experiment which was set on foot at last year's Convention proved so successful that it was decided to make it a permanent feature of the convention.

Clifford Elvins, of the Imperial Life, Toronto, presided over a representative gathering.

One practical outcome of L. R. Greene's (Tuckett Ltd., Hamilton), talk on "The Salesman's Remuneration and Expense Account" was a resolution committing the Association to take action with reference to the very indifferent and expensive hotel accommodation in various parts of the country.

It was decided to request the Manufacturers' Association to co-operate with the A.C.A. in the matter.

Mr. Greene's remarks took the form of questions with a view to stirring up discussion. He succeeded to a gratifying extent in securing that object and many suggestions of a practical nature were made for the gentle handling of the knight of the grip. The question of "entertaining" cropped up and the practice was roundly condemned by all the speakers. The custom of numerous firms in setting a maximum total for expenses, in operating autos, and in keeping balances straight, was given in the free and open discussion that took place.

"Planning the Territory and the Salesman's Work" was the topic assigned to H. S. Beecher, Society

Brand Clothes, Montreal. Mr. Beecher's remarks dealt largely with the Gillette advertising campaign to put across their new five-dollar razor. The speaker, who recently left the Gillette concern to join the force of Society Brand Clothes, outlined very fully the razor campaign. Judging by the questions and comment that ensued, the general impression of those present seemed to be that the Gillette campaign had lost the company a considerable amount of prestige.

"What guarantee have we that this new razor will not be cut in price just as the old one was?" one delegate asked. "If the old razor can now be sold at less than half its former cost, presumably at a profit, why is the new one costing five dollars?" More of the old style razors were being made than of the new, it was said.

Training Salesmen

F. E. Mutton, International Business Machine Co., said he controlled a force of seventy-two salesmen in Canada. He spoke on the "Selection and Training of Salesmen," and stated that he recruited his sales force from three sources. His most important recruiting agents were his present salesmen, who recommended new members. He relied on their judgment because they had an opportunity of seeing the men they proposed in action. The elegant appearance an applicant made when calling at the office was of little use as a guide to the same man's appearance and deportment when on the road. In the office he was quite naturally dolled up, manicured and polished. The same condition might not always obtain when he was out canvassing.

Other salesmen were secured from the men who called on Mr. Mutton to solicit orders.

"I am never too busy to see a canvassing salesman," said the speaker. "I am keenly interested in seeing these men in action. I might conceivably keep a bank manager waiting, but not a salesman. The best business men of today are those who make a point of seeing the salesmen who call on them. Being too busy to see a salesman has lost many a good man from an organization's selling force."

A third source of supply is the retail store. This field is full of ambitious, underpaid clerks, many of whom are born salesmen. Men who had made good records selling time machines to plants and factories, fell

A. of C.A. President 1922

CLIFFORD ELVINS.
Advertising Manager Imperial Life Assurance Company.

down badly when they went out to sell Dayton scales to retail stores. They did not know the language. One store clerk from Hamilton was engaged and trained at his own expense in the company's plant. After a fortnight's intensive training of this nature, he was sent out and sold eighteen machines to eighteen stores. The reason why he succeeded where matured salesmen had failed was that he knew the language of the retail store.

"Get men who are employed," advised Mr. Mutton. "There is always a reason why a man is out of a job, but you seldom get the real reason. Get your men clean mentally, morally, physically and spiritually. Get them that way and keep them that way."

The Order You Don't Get

Illustrating his contention that sales managers should encourage their men to confer with them concerning the difficulties they are up against on the road, Mr. Mutton related an incident that occurred during his visit to a large plant in Montreal. He was shown over the building and was finally ushered into a large room where thirty to forty clerks were employed.

"This," announced the manager proudly, is where we handle the orders we get."

"Fine!" was the visitor's comment; "but what I am interested in is the department where you handle the *orders you don't get!*"

"Always encourage your men to come in and thresh out the vital question why they don't get more orders, and why certain business always eludes them," continued Mr. Mutton. "Any fool can handle the orders that come in. It takes real salesmanship to handle the orders that don't come in."

At a special luncheon for the delegates, W. N. Bayless, of Cleveland, Ohio, spoke upon sales promotion in relation to advertising activities. He pointed out the increasing need for intensive research and of a close study of facts for use in systematic and efficient advertising. In a subsequent address, Mr. Bayless expressed the belief that business was in for a long era of falling prices. He based his prophecy on the high price peaks of 1812, 1864 and 1920, each of which was followed by long and steady declines. He considered, however, that business would be good notwithstanding. For many years we had been selling on a rising market, and the new conditions called for careful readjustment. Selling costs would have to be watched most rigidly.

Sales Contests

The afternoon session was opened by F. Selway, sales promotion manager, Office Specialty Co., Toronto, who outlined very fully the sales contests that are a feature of his firm's selling policy. He emphasized the need of giving such contests continuity and variety, of offering worth-while prizes and of keeping the men posted promptly on the standing of the contestants in the race. An occasional contest was a species of "forced draught" that did no permanent good, and unless the salesmen were kept informed of the progress of the competition they soon lost interest. The ensuing discussion revealed that Mr. Selway had dealt with a live subject. A number of speakers stated that their firms had tried the contest method with their salesmen and had proved it to be a most successful sales booster. The Hoover Co., instead of awarding medals and jewellery to their prize-winners, gave articles that were of value in the home, such as suites of furniture. This plan had the double advantage of interesting both the salesman and his wife. Each salesman of the Canada Cement Co. is equipped with a vest pocket camera, and prizes are given for the best pictures showing the uses of cement. These photos are used in the firm's advertising and in this way

Members of the Association of Canadian Advertisers and their guests photographed at the smoker, Thursday evening, November 10th.

they serve to keep the salesmen sold on the company advertising.

A. G. Pinard, Lowe Bros., Toronto, took for his text a nine-piece direct mail campaign designed to break ground for their salesmen. It was found necessary to sell their salesmen on this scheme. In the opinion of one of the firm's representatives the campaign had failed because he had not heard a single reference to it from any dealer in his territory. To convince this man, an entirely new territory was selected for a tryout. In addition to the nine pieces of mailing matter, a letter was prepared and sent out last. This letter stated that on or about a specified date the salesmen would call. that his appearance was so and so. "Walk right up to him and say, 'Hullo, Blank!'" concluded the letter. The dealers entered into the spirit of the thing, and the number of greetings which the salesman received from men to whom he was a total stranger convinced him that the direct mail campaign had scored. It was necessary, remarked Mr. Pinard, to show the salesmen that all advertising, whether direct mail or periodical, was inteded, not to take the place of the personal canvass, but to break new ground and fertilize old so that the work of the salesman was made easier.

On the Thursday evening the Association acted as host to the advertising fraternity at a 'smoker.' There was a good attendance, although it was remarked that few of the advertising agencies and none of the daily newspapers were represented. Owing to another gathering on the same evening, only a few representatives of the trade papers were able to attend the 'smoker.' The evening was much enjoyed by those who were fortunate enough to be present.

Adjusting Agency Relations

Friday morning and evening sessions were private. Such vital topics as "Agency Relations," and the report of the Circulations and Rates Committee, were dealt with. In his report on "Agency Relations," Clifford Elvins stated that four agencies were canvassing for business on a service fee basis. In a questionnaire sent out to the members of the Association, they had been asked to state whether or not their agencies would be willing to accept business on that basis, and the majority of replies had been in the affirmative. A resolution endorsing the action of the committee during the year, and instructing them to proceed along similar lines, was unanimously adopted. The resolution read as follows:

"WHEREAS: the existing methods of remuneration as between the National Advertiser and the Advertising Agency, as arranged by the respective publishers and the Advertising Agencies, are deemed unsatisfactory to the National Advertiser.

BE IT RESOLVED: that it is the sense of the Association of Canadian Advertisers, Incorporated, in convention assembled:

FIRST: that if desired by the advertiser, Agencies shall bill advertisers at net rates after all commissions allowed by the publishers have been deducted from the gross rates, the Agency remuneration to be arranged between the Agency and advertiser as may be mutually agreed upon.

SECOND: that Publishers shall place no obstacle in the way of agencies making the above arrangement with advertisers, where mutually agreeable.

THIRD: that the Agency Relations Committee of the Association of Canadian Advertisers, Incorporated, continue its efforts to bring about this result.

FOURTH: that the Association of Canadian Advertisers, Incorporated, recommend to each member of the Association that he endeavor to place his advertising through his Advertising Agency on the net basis as outlined above."

In submitting their report, the Circulation and Rates Committee announced that while they had not been able to bring about any reduction of rates, the fact that no increases had been made was largely due to their influence. Members had been provided with a comparative list showing the milline rate of farm and newspapers over 5000 circulation. It was pointed out that a number of periodicals were charging far above the average milline rate, some as high as 50 to 60 percent, and it was unanimously resolved to recommend all members, when making out their schedules for 1922, to endeavor to secure from these papers a reduction that would bring their rates in lines. was unanimously adopted.

The question of translating English advertisements into French for publication in French-Canadian newspapers was raised and it was decided to provide translation service for the members.

A remarkably fine exhibit of advertising contributed by members and a number of printing and engraving firms was shown during the convention. Amongst the exhibitors were Lowe Bros., Crisco, C. G. E., Gossard, Twink, Goodyear, Society Brand Clothes, Swift Cowan's, Royal Bank, Dunlop, Overland, Canada Life, McClary's, Brunswick, Canada Starch, Imperial Oil, Imperial Life, Arlington Co., and a number of printers and lithographers.

The following officers were elected:

President: Clifford Elvins, Imperial Life Assurance Co. Toronto.

Vice Presidents: H. S. Van Scoyoc, Canada Cement Co. Ltd., Montreal; L. R. Greene, Tuckett Tobacco Co. Ltd. Hamilton. H. E. Mihell, Imperial Varnish & Color Toronto. W. R. Yondall, Richards-Wilcox Canadian Co. Ltd. London.

Treasurer: F. T. Stanford. Canada Life Assurance Co. Toronto.

Secretary: Florence E. Clotworthy, 156 Yonge Street, Toronto.

Directors: Wm. MacKay, Lever Bros., Ltd., Toronto; D. Geo. Clark, McClary Mfg. Co. London. F. W. Hunt, Massey Harris Co. Ltd. Toronto. H. S. Beeche, Society Brand Clothes, Ltd., Montreal; Claude Sanagan, Willys-Overland Ltd. Toronto. W. H. Duffield. John McPherson Co. Ltd. Hamilton .

WHAT WE ARE DOING TO INCREASE SALES

"When times are bad keep the wheels moving all the time—in readiness for the good business that always treads on the heels of bad," is the maxim of The Dods Knitting Company, which has now undertaken national advertising to speed up the movement of goods. Based on an interview with J. M. Dods

By J. L. Love

DURING depression, prepare for the big things that will follow," is a business policy that has increased the Dods Knitting Company's original output of thirty dozen to four hundred and fifty dozen a day, and multiplied their initial capital investment of approximately $15,000 into well over $500,000.

As a bald statement it is something into which more than one meaning may be read. To some, the obvious interpretation is: "When times are bad, draw in your horns; conserve and consolidate; cut expenses to the bone; operate your plant on short time or close down altogether." To J. M. Dods, of "Dods-Knit" fame, it means: "When times are bad, keep going—full time as long as possible, but keep the wheels moving all the time; fill your warehouse to the roof; extend your plant in readiness for the good business that always treads on the heels of bad, as surely as day follows night."

To the objection that only a capitalist, in the real sense of the word, can afford the luxury of such a policy and get away with it, the answer is that it is just his consistent application of this principle over a long term of years that has placed J. M. Dods well up in the capitalist ranks. It is precisely a steady reliance upon this definite and clear-cut policy that has enabled the Dods Knitting Co. to steer clear of ruts, and kept it bowling along the highway of prosperity.

J. M. Dods, the owner of the company's three plants located at Orangeville and Alton, Ont., is a man in the prime of life whose face and figure show no sign of the ravages of a long business career. Of quiet, retiring manner, he is none the less a "good mixer." Behind his ready smile there lurks an amazingly shrewd and courageous brain. To this mental shrewdness and courage is to be attributed the steady application of that fundamental business policy which has proven of more value than many slogans and much advertising.

Just before the war, Mr. Dods was making the well-known "Beaver Fleece" underwear at Alton. More than the beginnings of a heavy depression were being felt throughout the country, and it occurred to very few that the times were propitious for the pulling down of barns and the building of greater. But Mr. Dods was one of the few. Things being at their worst, he was convinced that the moment had come to prepare for better business. He had on numerous previous occasions tried out this theory in minor directions. It had never once "gone back" on him and his faith had always been justified. In 1913, Mr. Dods resolved to put his policy to the supreme test and demonstrate to his own satisfaction, at least, that he had got hold of an idea that was more than a startling theory. Accordingly, he set about building a new plant at Orangeville considerably larger than the two he was already operating at Alton.

Expansion in Time of Depression

In choosing Orangeville, rather than Alton, as the location for the new plant, Mr. Dods was actuated by a number of considerations, chief of which was the larger population at the former place. The question of help had long been a problem at Alton, whose six hundred inhabitants did not form a sufficiently large nucleus for the growing industry. At nearby Orangeville, with its two to three thousand population, the difficulty of securing an adequate supply of help, and retaining it once it had been trained, was not likely to occur.

So at Orangeville the new plant was built at a cost of $75,000. Although there was no business in sight to keep a solitary spindle employed, the building operations were pushed ahead. Shortly after the outbreak of war in 1914, the new three-storey mill was ready, and it was at once turned over to work on war contracts. Although Mr. Dods' enterprise in this instance was not rewarded in quite the manner he had anticipated, the service which his up-to-date plant was able to render at a time when the Canadian woollen industry was taxed to the uttermost fraction of its capacity, was no small one.

It was during the war that Mr. Dods bought out the Beaver Mills at Alton in order to hold together his home market which the Orangeville plant had been erected to develop. This action has been amply justified by subsequent events. Although it is Mr. Dods' aim ultimately to combine all his manufacturing, as far as possible, under one roof at Orangeville, the fact that he was able in some measure to supply the domestic trade during the war, left him in a strong position when war orders ceased.

Preparing for Good Business

During the summer of 1921, when most manufacturers were feeling as happy as a polar bear at the equator, the order book of the Dods Knitting Co. had as lean and hungry a look as any. Instead of following the lead of most of his competitors, who were closing down or running on short time, Mr. Dods, acting on his "hunch" that the time to prepare for good business was when little or none was in sight, kept his mills running. He laughs his rumbling laugh as he recalls how his managers came to him with direful stories of accumulating stock. His own confidence, however, was never once shaken, and he reaped the usual reward in the fall of this year when the public grew tired of their "buyers' strike," and the first chill breath of approaching winter turned the thoughts of all towards underwear. Now, when other manufacturers are racing to keep up with orders, every day sees bigger gaps in the once mountainous stocks at Orangeville as the goods are shot out in response to urgent demands for "immediate delivery."

Further and even more striking evidence of Mr. Dods' faith in his policy to prepare during depression for the big things that will surely

The Story of 3 Underwear Trade Marks
THE institution now known as The Dods Knitting Company, Limited, was founded more than fifty years ago.
Millions of Dods-Knit undergarments have been worn by Canadians since then.
The Dods-Knit trade mark is familiar to the trade and the public—especially to outdoor workers with whom the warm, comfortable Dods Elastic Knit, Dods Scotch Knit and Dods Merino Lines are exceedingly popular.
Another well-known line of underwear is "Beaver" Fleece, made by the Beaver Knitting Mills, Limited, of Alton, Ontario, which is also controlled by The Dods Knitting Company, Limited. The Beaver Fleece trade mark is known from coast to coast.
FLEECE
For reasons of trade policy, these two old familiar trade marks have been combined into one new trade mark.
The New Trade Mark
This new trade mark will be stamped across the garments of both the Dods Knit and Beaver Fleece lines.
To distinguish one line from another, the word "Elastic" will be printed under the trade mark on all Dods Elastic Knit garments.
Similarly, the words "Scotch", "Merino" and "Fleece" will be used under the trade mark on each of these lines.
As the decision to use the new trade mark was only reached recently, there are large stocks of Dods-Knit lines and Beaver Fleece garments in the dealer's hands.
No matter whether you purchase garments bearing the old trade marks or the new, you will be assured of getting all the quality, warmth and comfort that have made these lines so popular with men, women and boys for many years.
MADE IN CANADA
TRADE MARK
DODS - KNIT
The Dods Knitting Company Limited
Orangeville, Ontario
Selling Agents to the Trade:
Ontario and Western Canada:
R. Reade Davis, Manchester Building, 33 Melinda Street, Toronto, Ontario.

One of several advertisements explaining the adoption of the new trade-mark.

by water power. Time was when the owner of the water rights could close down Mr. Dods' plants by playing turn-key. Mr. Dods, who is never really happy unless he hears the whirr of the spindles, tolerated this condition of things as long as he could. Finally he bought several farms and a flour-mill, a little deal in real estate that conveyed to him the coveted water rights, and gave him the power to say when it should be called a day.

When the war was at its height, Alton was a busy place with its two mills and a munition plant working to capacity. The one and only hotel in the village was termed a hotel by courtesy alone. After their first visit, Government inspectors profanely declined to return for any consideration. Munitions and woollens for the front were piling up and could not be shipped for want of the official O.K. Mine host shrugged his shoulders. Mr. Dods sauntered into the hotel, gave it the once over, bought it, refurnished it, and wired the inspectors to come on.

Still other factors account for the uninterrupted success of the Dods Knitting Co., one of which is Mr. Dods' undeviating devotion to all details of the business, and his eagerness to meet his customers' suggestions. These smaller virtues have played their part no less than the more spectacular ones, for Mr. Dods is just as keen in attending to the mass of detail as he is in engineering the more Napoleonic moves.

The Comfort and Warmth of Fleece
LADIES and girls who have once experienced the warmth and soft, restful comfort of our fleece-lined undergarments will wear no other kind in the winter weather.
Our No. 83 Fleece is bleached plain white. It is form-fitting. The seams are extra-well finished. There are two styles of necks.
Our No. 82 Fleece is ribbed, bleached white and form-fitting.
Both lines are obtainable in two-piece and combinations for women and girls.
Like our other lines of
Dods-Knit
Underwear
For Women, Girls, Men and Boys
these cosy, perfect-fitting, long-wearing fleece-lined garments will be stamped with the new Dods trade mark shown below.
But as many dealers purchased their Fall and Winter stocks before the new trade mark was decided upon, there are large stocks of our garments carrying the old trade marks.
Whether you purchase underwear bearing our old or new trade mark, you will get the same old reliable quality that has made our lines so popular during the last fifty years.
MADE IN CANADA
TRADE MARK
DODS - KNIT
The Dods Knitting Company, Limited
Orangeville, Ontario
Selling Agents to the Trade:
Quebec and Maritime Provinces:
Wm. C. Forster, 128 Bleury Street, Montreal, Quebec.

Other advertisements describe various types of garments in the Dods line.

follow was seen in his decision to build an extensive addition to his Orangeville plant this year. This addition is being completed now. Some of the machinery is already installed and the rest is arriving daily.

Such consistent reliance upon a theory has not been developed because of one or two lucky "long chances." It is the result of careful study of commercial conditions over lengthy periods. This study has led Mr. Dods to the conviction that trade cycles of good and bad business come and go with the immutability, almost, of the planetary system. This is no new discovery, but it is seldom that the necessary shrewdness and courage to take advantage of the fact are found so pronounced as in the case of J. M. Dods.

Other factors have played their part in the building up of the Dods Knitting Co's business, but in each case it has been the same courage and resourcefulness that have solved the problems as they came along. The two mills at Alton are operated

Why Advertising Was Started in Falling Market

"We can make anything in woollen underwear," is Mr. Dods' quiet boast. The truth of the statement is seen in the fact that his firm turns out twenty-three distinct lines, a number that is being constantly added to. The Company is well served by its selling agents, R. Reade Davis, Toronto, whose territory covers Ontario and the West; and W. C. Forester, Montreal, who sells for Quebec and the Maritime Provinces. Mr. Dods is as pleased to receive from his agents suggestions for new, or improvements on old, lines, as he is to book a large order.

For the first time in the history of the firm, a national advertising campaign to introduce a new trade mark is being launched. For reasons of trade policy, the Dods-Knit and "Beaver" fleece trade marks are being combined in a new design. The object of the advertising, which is appearing in the leading Canadian dailies and trade papers, is to familiarize the public with the new consolidated trade mark. In addition, the campaign will also tell the merits of the product. The carrying of heavy manufactured stocks contains an element of unnecessary risk, particularly in a falling market. Realizing this, Mr. Dods is entering the ranks of national advertisers as a means of securing a more general and equable distribution that will eliminate this risk as far as possible by speeding up the delivery of the goods.

* * *

Christmas advertising for Pilot Superior Pipeless Furnaces, manufactured by the Hall-Zryd Foundry Co. Ltd., of Hespeler, Ont., is being placed in agricultural papers by the Federal Advertising Agency Ltd.

* * *

Renewed advertising activity on the part of the Lloyd Baby Carriage Company, of Menominee, Mich., is reported. Henri, Hurst & McDonald, advertising agents, Chicago, have secured the account, which was formerly handled by Vanderhoof & Company.

LIFT THE LID!

The hood on some automobiles of lesser power is built high like that which conceals a twin six motor. But the wise automobile buyer knows that it's not the height of the hood which determines the power of the engine. He lifts the hood to see the number of cylinders, the kind of carburetor, the size of the pistons, and the length of the stroke.

Newspaper circulation figures are like the hoods on automobiles. It's not their height, ***but what's underneath,*** that gives them power as advertising mediums.

When you lift the hood of The Globe's 100,000 PLUS circulation you do not find a "power plant" made up of thousands of "subscribers" who bought an apron, a glass water set, or an atlas, or other article, and received a subscription to The Globe in consideration of the purchase. You do not find great blocks of names purchased from the subscription lists of dying newspapers and paraded as subscribers.

You find a "power plant" consisting of over 100,000 families who read The Globe because it is The Globe, and who pay higher subscription rates than the readers of any other Toronto morning paper. They are the Dominant Families in the Toronto & Ontario market.

And the power for this "power plant" comes from The Globe's 76 years of sincere and effective championship of the public good, combined with news services which have no parallel in Canada.

When measuring advertising values, lift the hood of circulation figures, as the Audit Bureau of Circulations advises you to do. Examine the "power plant" underneath. See where the power comes from. Then you will know why so many advertisers place The Globe first as a medium for ***making sales*** in the Toronto & Ontario market.

Member Audit Bureau of Circulations

The Globe
TORONTO

Dominant Medium In Canada's Greatest Market - Place

CANADA'S NATIONAL PERIODICALS HOLD MOST SUCCESSFUL GATHERING

High tribute paid business press by Lieutenant Governor Cockshutt in his first public address. Many interesting topics discussed emphasize the high standards obtaining among publishers in this field. Advertisers will be interested in publishers' viewpoint on many questions, as disclosed in this account of the annual meeting of the Canadian National Newspapers and Periodicals Association

BY all odds the most successful convention ever held under the auspices of the Canadian National Newspapers and Periodicals Association eventuated on November 10th and 11th, after many postponements since last June, at the Mossop Hotel, Toronto.

Col. Henry Cockshutt, Lieutenant Governor of Ontario, who addressed the luncheon on the opening day, helped to inspire the proceedings by his generous appraisal of the power of the press to speed the revival of business. He said:

"I believe that the influence of the business press will be one of the most important factors in re-establishing business conditions in Canada on a safe and sane basis. I make a distinction between the business newspapers and the daily press because I believe that your papers —the business newspapers of Canada— exert a greater influence than the daily press because of the greater confidence your readers have in them. People read the daily newspapers to keep abreast of the general news of the day. They are interested in what is happening around them and they read to satisfy their desire for excitement or interest or entertainment. What they read in the daily newspapers to-day is forgotten tomorrow.

"But this is not the case with the business newspaper. Business men need the service of these papers in the conduct of their everyday business life. I have noted that they usually have a business paper or two in their pocket when they go home Saturday night. I do not say that they read them on Sunday, that I do not know, but I do know that they study them carefully, and that a great number of your readers will come to their business on Monday morning with some clipping from your paper in their pockets. They will say to their associates, "this is the situation, I can show it to you in this clipping.' For that reason, gentlemen, I say that yours is the greater obligation, because you are leaders, because you are helping to build up the business fabric of the country.

"You should be very careful that everything that appears in your columns bears the imprint of the truth. You must be sure that the news you give is correct beyond question, because there are thousands of your readers ready to set their business course by the news and advice you give them. I am familiar with a good many of your publications and I can personally attest to their high character. It is of vital importance that this high character should be maintained, and that no effort should be spared to give in your columns the maximum of service.

"In these days when there is disorganization, dissension, diruption in all walks— business, politics and religion, there is a great place for the business paper to bring out more complete information, to assist in making up all realize we must work for a common cause, the upbuilding of our country. The business men of this country need your assistance. They are looking to you for information and advice, and are expecting it. On your shoulders therefore perhaps more than on the shoulders of any other single agency, rests the obligation to meet the needs of these trying days, with a sane and sound presentation of the case as it exists at the present time, a presentation free from private bias, or the desire to serve a popular demand.

"You can, and I believe will be one of the largest factors in helping to bring about a satisfactory readjustment of the business conditions of this country."

D. B. Hanna, general manager of the Canadian National Railways, in the course of a brief speech, emphasized the function of transportation in business, and the opportunity the business press had in their hands of building up confidence in the great undertakings of the country.

Lieut-Col. J. B. McLean, in moving a vote of thanks to the lieutenant-governor, remarked upon the prominence which has been achieved by business papers in the United States owing to the extent to which Mr. Hoover is relying upon trade journal editors for co-operation in accumulating and disseminating accurate data on trade conditions.

Dissatisfaction with Agents

At Thursday afternoon's session H. S. Van Scoyoc, vice-president of the Association of Canadian Advertisers, addressed the meeting on the subject of Agency Relations from the advertiser's standpoint.

He believed, he said, that the ideal relation between agency, advertiser and publisher would be something in the nature of a triangle; but that at the moment, in his opinion, it more closely resembled the leaning tower of Pisa. He quoted a number of instances in which certain agencies make marked concessions to one or more of their clients, while maintaining rigid rules with others. This, he said, gave rise to a great deal of dissatisfaction among advertisers; and he was glad to note that publishers were showing a disposition to consider the advertiser's views and discuss the situation frankly in an effort to effect improvement.

He mentioned that a letter from another association of publishers had been sent out requesting advertising agents to express their views on the proposal to make billing on the net a general practice in Canada.

He concluded by stating that while many advertisers believed the billing on the net practice would partially relieve the situation, there were objections to this solution, chief of

Members of Canadian National Newspapers and Periodicals Association gathered for luncheon where Lieutenant Governor Cockshutt and D. B. Hanna were speakers.

More Than a Newspaper —An Institution in Ottawa

MANY FEATURES have contributed to place *The Journal* in its outstanding position as the favorite newspaper in the Home Circles of Ottawa—its sane, constructive editorials, its clean tone, its splendid feature pages, its many community enterprises, its development of amateur sport and its complete news-gathering services.

THE JOURNAL'S Promotion and Service Department exists to make every advertising dollar 100% efficient.

Among letters on file from advertising agencies and advertisers, these extracts are reproduced :—

> "It won't be out of place to say that, in our estimation, THE JOURNAL DAILIES are leading everything in Canada in this kind of work."
>
> "The completeness with which these reports are answered and covered is unquestionably a hundred per cent. higher than any other paper I know of doing business today."

We aim to be of similar service to any manufacturer with merchandising problems to solve, or to any firm planning to tap the fertile Ottawa field. Our organization is most complete and we have the closest associations with the local retail trade.

Average Net Paid Circulation for Six months Ending Sept. 1921 . 27,278

MORNING - 5,390
EVENING - 21,888

The Ottawa Journal

(Members A.B.C.)

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Bldg.

which, he thought, rested on the fact that few agencies possess an adequate cost accounting system and are thus not in a position to operate on a service fee basis in the manner desired by most advertisers.

Discussion following Mr. Van Scoyoc's address indicated that many publisher members are anything but satisfied with present relations between publishers, advertisers and agencies. Most of those who had anything to say seemed of the opinion that the solution lay in the hands of the advertiser, who, if he brought enough pressure to bear on the agent, would secure unbiased advice and adequate service, and also be able to make whatever arrangements with the agent would be satisfactory to him.

At the close of this discussion excellent papers were delivered on "Covering Canada With National Newspapers and Magazines," by H. V. Tyrrell, general manager, MacLean Publishing Co.; "The Function of the Business Newspaper in National Advertising Campaigns," by Hugh C. MacLean; and on "The Place and Value of Copy Service in Selling Advertising," by N. R. Perry, general manager of the Gagnier business papers. Extracts from the first two of these addresses will be found elsewhere in this issue.

Editorial Standards

The Editorial dinner and conference on Thursday evening was exceptionally well attended and most successful in every respect. The attitude of most publishers concerning the evil of Free Publicity was intelligently voiced by O. M. Ross of H. Gagnier Ltd., and B. T. Huston, of the MacLean Publishing Co. The latter read a number of characteristic "puff" notices sent out by manufacturers, and asked the opinion of the meeting on each specimen. From the chorus of disapproval which greeted each example it was very apparent that members of the association exercise a rigid censorship of their editorial columns.

The practical impossibility of adopting a general standard governing the relative number of Reading Matter Pages to Advertising Pages was effectively pointed out by W. R. Carr of the Hugh C. MacLean publications, who presented some figures showing the varying ratios occurring in various classes of publications, and urged that each individual case must be decided on its own merits. Rev. G. S. Carson added some observations on the subject from his experience on religious publications.

Excellent papers on "Should the Advertising Department Influence the Policy of the Paper?" by Frederick E. Dougall of John Dougall & Sons, Montreal; and on "The Importance of the Editorial Page," by Miss Caldwell, of *Everywoman's World*, were read by proxy. The question of the use and abuse of Exchanges was entertainingly discussed by G. B. Van Blaricom of the Hugh C. MacLean publications, and Gordon C. Keith of Commercial Press Ltd.

"Getting Salesmen to Gather News" was the subject of a brief, practical address by H. T. Hunter of the MacLean Publishing Co., and "How to Get Contributors" was treated from various angles by Rev. A. Wallace of the Methodist Book Room, and L. R. Wright of the Hugh C. MacLean publications.

"All's Well!" Says an Agent

An optimistic and complacent view of agency relations was taken by E. Desbarats, president of the Canadian Association of Advertising Agencies, in the course of his address which opened the Friday morning session. He discussed the subject from the angles of Contracts, Copy, Payment, Rates, and Service. Under the heading of contracts he made the claim that the advertiser has no concern in contracts made between agency and publisher. He deplored the practice among publishers of allowing special terms to direct advertisers and giving commission to other than recognized agents. He said that publishers' rates were too high and agents' commissions not high enough, and concluded by stating that the present system of remuneration, even though it gave rise to the feeling that the agent was serving two masters, had proved itself to be sound.

Geo. D. Davis of the MacLean Publishing Co., earned a great deal of comment by his excellent, illustrated exposition of "Developing Advertising Through Trade Investigation," and considerable discussion was aroused by the address of W. A. Lydiatt, publisher of MARKETING, concerning advertising rates. A number of members expressed the view that a higher standard of editorial content was necessary to build up Canadian mediums, and that in order to raise the present standard it would be necessary to absorb any slight reductions in printing costs which may eventuate in the next several months.

Rev. S .W. Fallis conducted the brief pause in commemoration of Armistice Day in a most fitting and impressive manner.

Interesting Questions Debated

On Friday afternoon a general session was held open to all staffs of publisher members. A "Question Box" was conducted by T. S. Young, general manager, Hugh C. MacLean Publications. Twelve questions drawn up by Mr. Young, were submitted for debate, the majority of which excited valuable discussions. No attempt was made to ascertain the feeling of the meeting by vote on any subject, and while a few topics revealed considerable diversity of opinion, in the majority of cases there was practical unanimity. Amongst the subjects discussed were: What policy should a publisher follow when an advertiser wants to discontinue before the space contracted for is used up? Should advertisers be permitted to use extra space pro rata in special numbers when they take the place of regular issues? To the latter query the majority reply was "Yes." To the question, What should be the relation between the charge for outside cover, front cover space and inside space? the feeling was, "Charge all that the traffic will bear." The case of inserts and bleed borders roused a good deal of interest, and produced a number of diverse views as to how they should be handled. The general impression seemed to be that an increased charge should be made in both instances. One speaker drew attention to the fact that an advertisement with bleed borders occupied almost 50 percent more space than one confined to the type space. The majority of speakers expressed themselves of the opinion that advertisers should be taken off the mailing list as soon as they discontinue advertising. Much fruitful matter was heard on the subject of salesmens' reports, one speaker showing clearly that a great deal of business could be secured by following up the leads given by the salesmen. These reports frequently contained clues which were worth the attention of the office and for that reason they should be studied carefully and followed up systematically.

An unofficial item on the program was a presentation to Acton Burrows in recognition of his services as President during the past four years. The gift took the form of a set of the Encyclopedia Britannica and was made by Col. J. B. MacLean.

Commenting on the wonderful success of the Convention, Col. MacLean expressed the regret of the

Most Income Tax Paid By Saskatchewan Farmers

AGRARIANS

Province	No.	Amount
Saskatchewan	**5483**	**$162,258.92**
Manitoba - -	6397	133,651.83
Alberta - - -	1829	111,608.89
Br. Columbia -	694	89,247.05
Ontario - - -	1867	40,238.99
Quebec - - -	214	18,285.82
Nova Scotia -	40	4,105.37
P.E.I. - - -	28	1,982.59
New Brunswick	44	1,189.66
Yukon - - -	2	28.47
Totals	16598	$562,597.59

Saskatchewan Has More Income-Tax-Paying Farmers Than All Other Provinces Combined Except Manitoba

FIGURES issued a week or two ago by the Commissioner of Taxation at Ottawa prove conclusively that the farmers of Saskatchewan are the wealthiest in Canada. Of the total of $562,597.59 contributed by agrarians throughout the Dominion, the farmers of Saskatchewan contributed $162,258.92—or a little over 28 per cent.—although Saskatchewan contains only 13 per cent. of all the farms in Canada.

Of the 16,598 farmers who paid income tax during the fiscal year of 1920-1921 over 5,000—or practically a third—are in Saskatchewan.

These figures only bear out what was plainly indicated by the 1911 census that in the total of farm products and in the average production per farm Saskatchewan easily leads all the other provinces.

Last year Saskatchewan produced almost exactly one fourth of the field crops in the Dominion, so far as money value is concerned.

The Morning Leader

and

The Regina Daily Post

(*EVENING*)

are admittedly Saskatchewan's foremost newspapers and the first to be used in any campaign of national advertising looking to secure the rich Saskatchewan market.

MEMBERS OF A.B.C.

Special Representatives :—

MONTREAL—E. L. McArthur, 224 St. James Street
TORONTO—Edgar J. Guy, 302 Royal Bank Building
LONDON ENGLAND—F. A. Smyth, 29 Ludgate Hill
NEW YORK—L. Klebahn, West Forty-Second Street
CHICAGO—Henry de Clerque, Mallers Building

members that it had not been possible to persuade their retiring president to act for another year.

TRIBUTE TO MR. BURROWS

"We owe more to Mr. Acton Burrows than to any other man in the publication field in Canada for the place the Association occupies in the estimation of the public and our clients," said the speaker. "That our publications occupy a relatively higher place in Canada than similar publications do in the United States or Great Britain, is due entirely to Mr. Burrows' activities as president, and to Mr. John Weld, of London, both of whom have rendered clean, conscientious service to readers and advertisers alike.

"On the material side, we owe thousands of dollars to their efforts in fighting the Press Association, and to our retiring president for his work in securing justice in the matter of the absurd and petty postal regulations enforced at Ottawa for the purpose of handicapping trade journalism. That these elements were fought and beaten was due to Mr. Burrows and Mr. Weld, and we can never repay them.

"Mr. Burrows has always made the point that while some might be carrying the heavy end of the load, they were reaping their reward by being associated with an industry that is thought well of. For that reason," added Col. MacLean, "my own firm has remained in the Association, although we have often felt that we could get along without it. We felt that we must remain loyal to Mr. Burrows and his associates. In parting from him as president, we want him to know how deeply the Association appreciates the splendid work he has done for us."

In his reply, Mr. Burrows recalled some of the incidents that had occurred during his four years' presidency of the Trade and Class Papers section of the Association, and expressed the hope that he might be allowed to continue serving in his capacity of private member.

Hearty applause greeted the remarks of T. S. Young who rose at the conclusion of the proceedings to voice appreciation of the work of M. J. Hutchinson, the association manager. Mr. Burrows added a further tribute which was enthusiastically endorsed by all those present.

Officers were elected as follows:

President, John Weld, London; Vice-President, H. T. Hunter, Toronto; Directors, Lionel Davis, Rev. S. W. Fallis, H. Gagnier, Hugh C. MacLean, Lieut.-Col. J. B. MacLean, Rev. D. M. Soldant, T. J. Tobin, H. V. Tyrell, T. S. Young of Toronto; R. M. Burns, London; F. E. Dougall, Montreal; C. D. Stovel, Winnipeg.

* * *

THE FUNCTION OF BUSINESS NEWSPAPERS IN ADVERTISING CAMPAIGNS

It is because business newspapers embody the specialization, concentration and intensive effort which characterize modern business practice that they are steadily growing in favor, Major Hugh C. Maclean tells members of the National Periodicals Association. Interesting analysis of circulation values in address

BY HUGH C. MACLEAN
Of The Hugh C. Maclean Publications

PERHAPS it may be said without fear of contradiction that the business papers of Canada have made progress during the last three or four decades, until to-day they are regarded as indispensable to the business man. It may be said with equal truth that there is still much constructive work of a high order to be done by the business papers of this country, and that we must ever keep before us the importance of the mission we are expected to fulfill.

During recent years the great advantages of specialization, concentration and intensive effort have been emphasized in business. It is because the business paper is the embodiment of those qualities that we find it steadily growing in favor as an agent in increasing efficiency in industry, in disseminating valuable information about the industry to which it is devoted, in contributing to the solution of problems which are assisting and will continue to assist in the assured industrial and commercial development of this country.

It is not surprising that the business paper is making progress, for what could be more logical than to find a business man taking a keen interest in a publication devoted to his own particular business. It is good business; it is common sense: it is the natural thing for him to do. It was Mr. Robbins, the immediate past president of the Associated Business Papers, who said: "Most business papers do the two things important in success—they reflect the industry and they direct the industry."

The business paper plays a most important part in modern merchandising, but the importance of its work is not fully appreciated because the cost is too low.

The business paper publisher has no quarrel with other forms of advertising—magazines, daily papers, weekly papers, or even mail-order catalogues. Each has a purpose to serve. With the business paper, however, the advertiser is enabled to present his product in the most direct way to the person who actually controls the purchase. In this connection some interesting and valuable facts were brought out by a questionnaire recently prepared by an advertising agency and sent out by an engineering journal. The questionnaire called attention to a particular advertisement, asked the reader if he had noticed the advertisement before his attention was called to it and if he considered it sufficiently attractive to give it more than a passing glance. Of 944 replies to the first question, 679 stated that they had already seen the advertisement, which would seem to be an interesting commentary on whether industrial executives read their technical papers. With regard

Concluded on page 852

Stands High In Its Own Field

PUBLISHED weekly, and devoted exclusively and intensively to the farm needs of its chosen field *The Farmers' Advocate and Home Magazine* carries its message of better farming to its readers—not in essays by swivel-chair editors, but by practical discussion of farm problems, by those who are working them out in daily life.

That the *Advocate* stands at the top of Canadian agricultural journals is best evidenced by generous patronage received from advertisers in our own immediate field.

The volume of livestock advertising in the *Advocate* during July, August and September 1921, totalled 17,709 lines—9194 lines more than our nearest contemporary. Also the total space used by all classes of advertising for the same period was 112,931 lines, thus leading all other strictly agricultural publications by 13,521 lines, certainly proving that *The Farmer's Advocate* is a profitable advertising medium.

It is a magazine distinctively Canadian in text and illustrating and the uniform excellence of every issue creates a feeling of appreciation. This bond of friendship is further cemented by our excellent Christmas number appearing Dec. 8th.

Canada is a great farm country—THE ADVOCATE is its farm paper

Help Appreciated

Editor "The Farmer's Advocate":

I appreciate your valuable paper and the help that I got from the different views that were published concerning the various farm problems during the past year. One item in particular was of great assistance to me. I followed closely the instructions given in the "Advocate" last fall as to best method of pitting turnips and with the result that there were only four rotten turnips in the whole pit. Send along the Advocate, it is a valuable paper to me.

H. W. Hobday.

Lambton Co., Ontario.

Read By Two Generations

Editor "The Farmer's Advocate":

The Farmer's Advocate and Home Magazine has come into our home to the address of David Hill for so many years I cannot remember when my father gave his first subscription, as I was a very small boy. Last April my father passed beyond this earthly scene. He was very fond of Shorthorn cattle and Clydesdale horses but many a pleasant hour he spent reading the good old "Farmer's Advocate." The Farmer's Advocate and Home Magazine is still coming to the old home, but to another generation. It is a weekly visitor to which I pay high respect.

Jas. Hill.

Perth Co., Ontario.

THE WILLIAM WELD COMPANY, LIMITED

Member A.B.C. Since Start

London, Canada

Publishers

1866 *1921*

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED FOUNDED 1866

First and Best **Still Dominant**

KIRKWOOD'S LETTER FROM LONDON

The sins of extortionate retailers, and how one store countered criticism. Travelling exhibition ideas—shortcomings of British trade papers—advertising agency practice in Great Britain—London's electric signs—a Canadian garter not moving briskly—and other interesting comment

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

BRITISH newspapers have been administering very heavy kicks retailers, particularly the retailers of foodstuffs. Day after day space has been given to stories of shopping expeditions whose main object was to discover price variations.

The *London Daily Mail* and the *London Times* have become quite frenzied over the sins of extortionate retailers, and the *London Daily Mail* has been publishing on its most important page a boxed feature headed "Housewife's Guide to Food Markets." This guide gives London's wholesale prices per lb. for the principal foods.

I hold no brief for the British retailer. Doubtless his sins are many and black; but is not the whole inspiration of business to make the largest, not the smallest, profit one can? The farmer—the primary producer—wants to get all he can for his field, dairy, and orchard products, and for his livestock; and he howls like a hurt dog when buyers organize to depress prices. Farmers hold back from market their grain and livestock in the hope of getting higher prices.

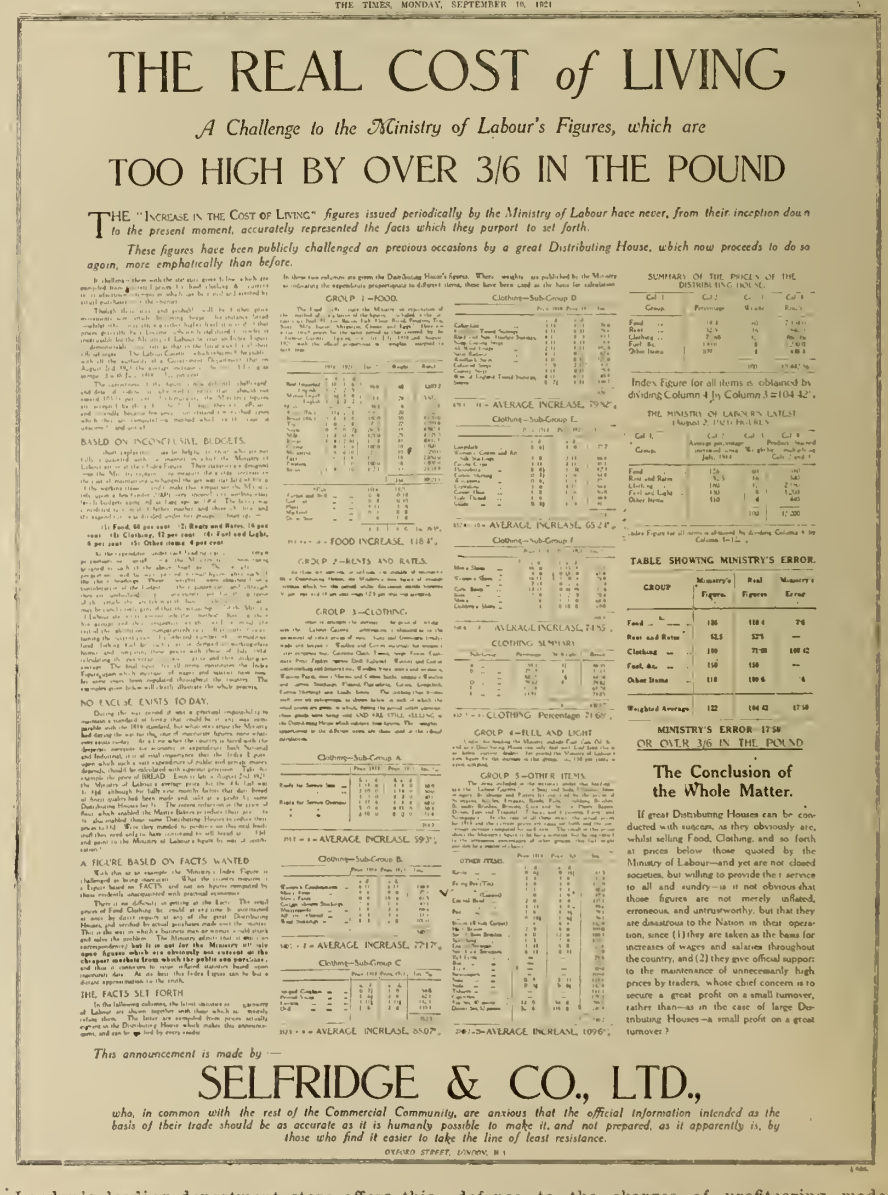
When a man goes out to sell his services, he tries to get the extreme price for his wares. The manufacturers' never-failing effort is to sell at the highest price he can obtain.

If the retailer puts his prices beyond the economic peak point and if the public will pay him his super prices, is he any greater sinner than the farmer, the wage earner and the manufacturer?

They say one's sin finds one out, and that punishment and penalties are the sure payment for wrong doing. Retailers who bleed their customers usually lose customers.

Which reminds me that I read in a London newspaper that when the late Marquess of Milford Haven, formerly Prince Louis of Battenburg, was in command of a fleet of British warships which made a visit to American waters and ports, he had two teeth "stopped" or filled by a New York dentist, who sent in a bill for $1500. The prince sent the bill to the British Consul, who had publicity given to the excessive charge. The story says that the sinning dentist was ruined as a consequence of the advertising given him. I regard this as justice. I hope the dentist was a sportsman, and made no complaint. He had a bet with himself that he could get away with a charge of $1500. He lost his bet; that is all.

Very few retailers in Great Britian —and the same true of retailers in Canada—know what it costs them, per annum, in the form of an average percentage, to conduct their business. Most retailers, because of their ineptitude and inefficiency, require to obtain maximum prices if they are to pay their way. Most of them ought not be in business at all. They are an expensive factor in the distributive processes; and if the



THE TIMES, MONDAY, SEPTEMBER 19, 1921

THE REAL COST *of* LIVING

A Challenge to the Ministry of Labour's Figures, which are

TOO HIGH BY OVER 3/6 IN THE POUND

THE "INCREASE IN THE COST OF LIVING" *figures issued periodically by the Ministry of Labour have never, from their inception down to the present moment, accurately represented the facts which they purport to set forth.*

These figures have been publicly challenged on previous occasions by a great Distributing House, which now proceeds to do so again, more emphatically than before.

GROUP 1—FOOD.

GROUP 2—RENTS AND RATES.

GROUP 3—CLOTHING.

GROUP 4—FUEL AND LIGHT

GROUP 5—OTHER ITEMS.

SUMMARY OF THE PRICES OF THE DISTRIBUTING HOUSE.

THE MINISTRY OF LABOUR'S LATEST (August 2, 1921) FIGURES.

TABLE SHOWING MINISTRY'S ERROR.

GROUP	Ministry's Figures.	Real Figures	Ministry's Error
Food	135	169 4	34
Rent and Rates	62.5	57.5	—
Clothing	100	77.50	100 42
Fuel, &c.	150	150	—
Other Items	110	109 6	4
Weighted Average	122	104 42	17 58

MINISTRY'S ERROR—17/58
OR OVER 3/6 IN THE POUND

The Conclusion of the Whole Matter.

If great Distributing Houses can be conducted with success, as they obviously are, whilst selling Food, Clothing, and so forth at prices below those quoted by the Ministry of Labour—and yet are not closed societies, but willing to provide the service to all and sundry—is it not obvious that those figures are not merely inflated, erroneous, and untrustworthy, but that they are disastrous to the Nation in their operation, since (1) they are taken as the basis for increases of wages and salaries throughout the country, and (2) they give official support to the maintenance of unnecessarily high prices by traders, whose chief concern is to secure a great profit on a small turnover, rather than—as in the case of large Distributing Houses—a small profit on a great turnover?

This announcement is made by—

SELFRIDGE & CO., LTD.,

who, in common with the rest of the Commercial Community, are anxious that the official information intended as the basis of their trade should be as accurate as it is humanly possible to make it, and not prepared, as it apparently is, by those who find it easier to take the line of least resistance.

OXFORD STREET, LONDON, W.1

London's leading department store offers this defense to the charges of profiteering made against retailers. Is it not likely to allay much uneasiness amongst the public on this score?

CALGARY'S Stock Yards and Packing Plant District

SINCE the inception of the Alberta Stock Yards in 1914 the livestock industry in Calgary has more than trebled. The stock yards in East Calgary, shown here as viewed from an aeroplane, have been increased to four times their original size.

They are considered now to be among the most modernly equipped yards in Canada, representing an investment of close to a million dollars.

Sales at the Calgary Stock Yards reached their peak in 1919 when the estimated total value of the livestock approached $21,000,000.00.

The meat packing industry is also one of great importance to the city of Calgary, the value of the export business done in this line amounting to nearly $4,000,000.00.

Important as they are, these industries are only incidental to the agricultural wealth of the district, which makes the Calgary territory an exceptionally rich and resultful field for sales effort.

Herald Representatives

Representatives for Eastern Canada:
TORONTO
Edgar J. Guy, Royal Bank Building
MONTREAL
E. L. McArthur, 232 St. James Street

Representative for Pacific Coast:
VANCOUVER, B.C.
Frank E. Payson, 528 Winch Bldg.

Representatives for the United States:
CHICAGO
Henry de Clerque, Inc., 800 Mallers Bldg.
NEW YORK
Henry de Clerque, Inc., 17 West 42nd St.

Representative for the British Isles:
LONDON
F. A. Smyth, 29 Ludgate Hill, E.C.

The Herald Publishing Co. Ltd., CALGARY, Alberta

In Calgary *The* Herald

Gets First Attention

world were run by an efficiency engineer, the mortality among retailers would be pleasingly heavy.

In this connection I send you an interesting advertisement of Selfridges, dealing with the cost of living as illustrated by this Company's current prices. In this advertisement its declared policy is to make a small profit on a great turnover.

There you have it—S. P. Q. R. High profit is usually an index to laziness. Laziness is suicide in these modern days.

Exhibition Ship

In the summer of 1923 will depart from London a Trade Ship on a voyage lasting 18 months and covering 43,000 miles.

This floating exhibition of British manufacturers and industries will proceed first to the east coast of South America; thence to South Africa; thence to Australia and New Zealand; thence to Japan and China: thence to the East Indies and India; thence to Aden, Malta and Gibraltar; thence home.

The ship will be specially constructed for the purposes of an exhibition, and will be of 20.000 gross tonnage. There will be 8 decks, four of which will be devoted to the exhibition proper. There will be a restaurant capable of seating 500 persons. A cinema, for demonstrattion purposes, will be a feature.

Exhibition on Lorries

A man well know to me has developed an idea for exhibiting British manufactures on the Continent of Europe by means of travelling lorries. The story of it all is worth telling.

During the war this man had charge, in Italy, of a Touring Cinema lorry—for the entertainment of soldiers. Later he was a prisoner in Russia—but this is by the way. Later he was canvassing on a publication at a wage of £5 a week, a commission of 5% and expenses. Later, he was editor of a newspaper.

Then he pursued an idea—the idea of a travelling lorry with exhibits of British manufactures. He secured contracts from 10 firms at £250 each for a year's showing of their goods on a touring lorry. Then he went to a company engaged in the promotion of exhibitions, and made a 7-year's contract with them to become manager of the business which he initiated at a yearly salary of £1,500 with a 10% commission on profits.

The reason I tell this tale is because it illustrates a preachment of

CHICAGO DAILY TRIBUNE: MONDAY OCTOBER 17, 1921

How Much is Your 1915 Ten Dollars Worth Now?

The twenty-one Colgate Soaps and toilet articles THAT ARE CONSISTENTLY ADVERTISED have made a low price-level record. An assortment of Colgate articles costing $10 wholesale in 1915 now costs only $12.50. Contrast that six year war-time record with the big increase in prices on other every-day necessities.

COLGATE'S

1915 - $10 worth

The pictures tell the story. For example, clothing that a ten dollar bill would buy six years ago cost, this year, eighteen dollars. Ten dollars in food stuffs has increased to $14.10. Likewise other commodities shot up as shown by illustrations below.

COLGATE'S

1921 Same goods now cost $12.50

Fighting Down Rising Costs

During the war, as raw materials advanced, Colgate & Co. started a policy contrary to most industries. Instead of increasing prices they aimed at reducing costs. A study was made of how and where to cut costs, with the result that real economies were effected and prices kept down. Many old methods were discarded and new ones introduced. The manufacturing department speeded up machines. The packers used one pasteboard box for a dozen cakes of soap, where before three-cake boxes were used. The traffic men found out where a horse and wagon made deliveries cheaper than a motor truck. Customers co-operated with sales representatives by ordering standard assortments. Big efforts, searching efforts to accomplish volume kept down prices. And this *without any sacrifice of standard Colgate quality!*

Fuel & Light

1915 - $10 worth — 1921 - $19 worth

This announcement is made in the belief that the American public should know what has been done during the last six years to hold down the cost of living by this American House, established 115 years ago. Colgate & Co. New York.

The length of these lines show how five classes of every-day necessities have increased in price since 1915, as outlined on chart at the bottom of the page

(Figures taken from last available Department of Labor reports)

Colgate's 25% - - -

Food Products 41% - - -

Clothing 86% - - - - -

Fuel and Light 99% - -

House Furnishings 174%

Clothing

1915 - $10 worth — 1921 - $18 worth

Food

1915 - $10 worth — 1921 - $14 worth

Furniture

1915 - $10 worth — 1921 - $27 worth

COLGATE'S Low-Price Record

How one American firm capitalized the "high-cost-of-living" discontent by meeting the price issue frankly.

mine, namely: it is infinitely better to sell the idea of profit to a buyer, as a means of getting employment, than to make application for or seek vacant situations.

Almost every week someone comes to see me, asking about vacancies in our agency. As a sensible business organization, we have no vacancies. If and when they occur, they are promptly filled. Most certainly they are not allowed to remain, for that would be to cripple our business.

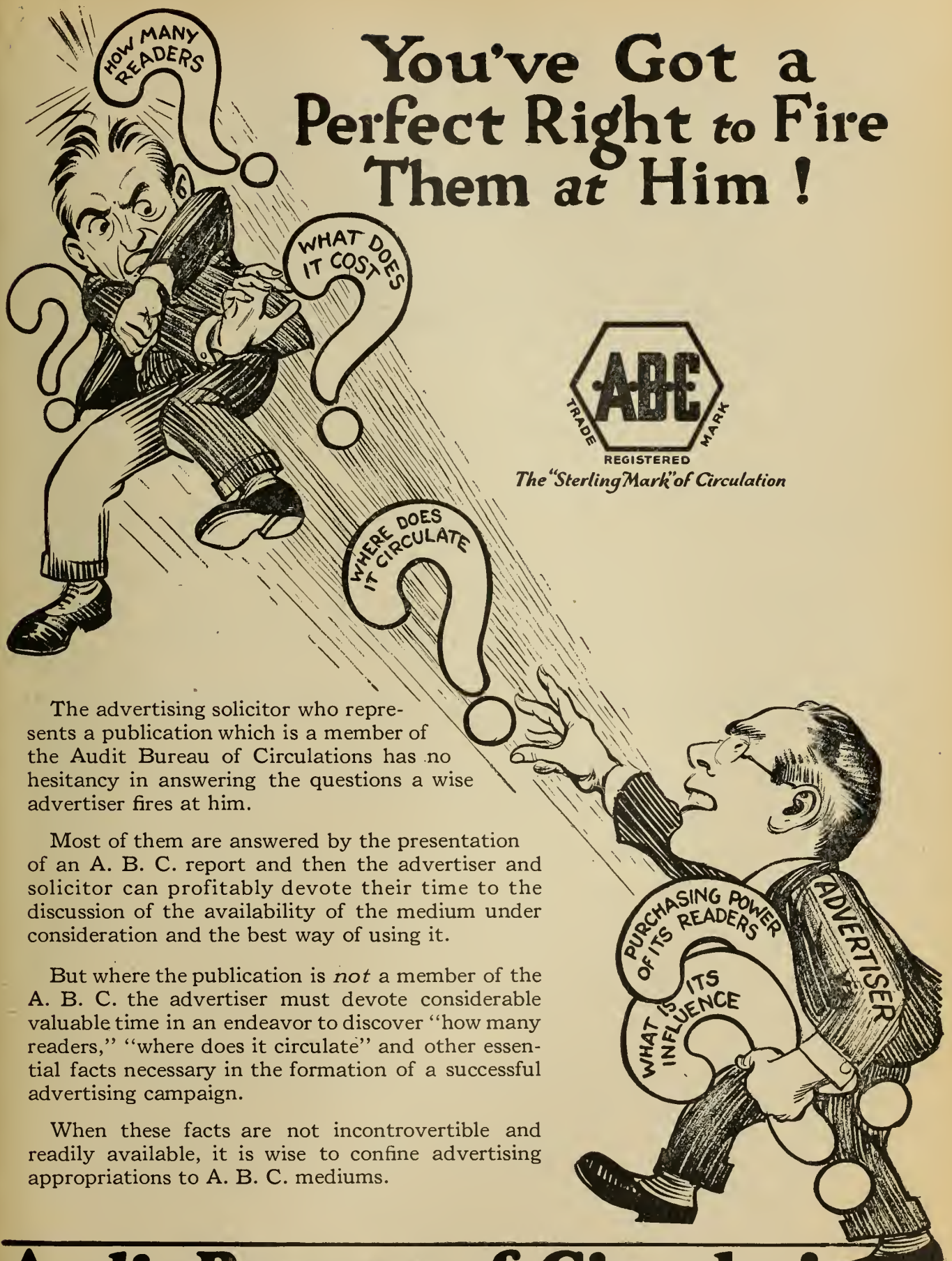
But we, like all other business organizations, have ears attentive to proposals which have in them the promise of profit. So I say to the men who call on us, "Come to us with a proposal which means profit and we shall be interested."

The man who took his travelling exhibition idea to a company whose business is the promotion of trade and industry exhibitions, didn't seek a job, or ask if the firm had any vacancies. On the contrary, he went to this firm, with the salary he desired in his own pocket, and with a profit on top of that for the firm.

Because he was a good salesman of his idea, and because his idea was a demonstrated practical one, he got what he wanted. Had he gone about looking for a vacant salaried job, he would have worn out good shoe leather and have met with many a disappointment. Also he would never have found a job open to him at £1,500 salary. Yet by taking a well-thought-out proposal to a likely buyer, he got quickly, honorably, and manfully his desire, namely, congenial work with good remuneration.

Shackleton Sails Away

Sir Earnest Shackleton's ship, the Quest, was on view in the Thames for some weeks before it sailed for the Antarctic. When it sailed, not a few advertisers gave publicity to the fact that their branded merchandise had been taken by Shackleton and his men, for use during the 2 years of absence. Thus, makers of boots,



You've Got a Perfect Right *to* Fire Them *at* Him !

ABC TRADE MARK REGISTERED

The "Sterling Mark" of Circulation

The advertising solicitor who represents a publication which is a member of the Audit Bureau of Circulations has no hesitancy in answering the questions a wise advertiser fires at him.

Most of them are answered by the presentation of an A. B. C. report and then the advertiser and solicitor can profitably devote their time to the discussion of the availability of the medium under consideration and the best way of using it.

But where the publication is *not* a member of the A. B. C. the advertiser must devote considerable valuable time in an endeavor to discover "how many readers," "where does it circulate" and other essential facts necessary in the formation of a successful advertising campaign.

When these facts are not incontrovertible and readily available, it is wise to confine advertising appropriations to A. B. C. mediums.

Audit Bureau of Circulations

202 South State Street · Chicago · · 152 West 42nd Street · New York

fountain pens, soap, typewriters, cigarettes, toffee, condensed milk and other things heralded the fact that their products were endorsed by selection or acceptance by Shackleton and his crew. I say "acceptance" because I suspect that, in some instances, the merchandise taken was a gift, not a purchase. But the advertising was carefully worded to conceal this fact.

Canadian News

The London *Times* contains more Canadian news than it did a year ago. At least, this is the feeling I have, and I have thought that it was due in part to Lord Northcliffe's recent visit to Canada. Perhaps, also, it is a fruitage of the Imperial Press Conference which met in Canada a year ago. Whatever may be the explanation Canadian news is more in evidence in the *Times* than formerly. The *Times* is pre-eminently the Imperial paper; so one expects to see news relating to all parts of the Empire.

British Trade and Technical Journals

A *Times* correspondent rejoices in the fact that in New Zealand the American magazines and periodicals which were well displayed on New Zealand book-stalls during and following the war have been eclipsed by the return of English magazines and periodicals.

I quote as follows from this New Zealand writer to the *Times*:

> In about a year the British supremacy has been re-established here in all departments, except the technical and trade Press. This is where the Post Office comes in. Magazines come to New Zealand mostly in bulk, as the mails offer only an uncertain advantage of early delivery which is not of great importance in this class of literature. But trade publications come by mail, direct to subscribers. America has several advantages in the circulation of these journals, apart from any mail charge. The American product is, speaking generally, more attractive in make-up, sometimes it is bulkier, sometimes cheaper—and the whole method of doing business seems to have the underlying idea that the publisher wants readers (either with profit or loss), and the advertisers will pay. Anyhow, the American trade and technical journals seem to be better established here than any other class of publication. The ascendency thus gained is important, for, with markets at this distance from the source of supply, trade journals are vehicles for trade propaganda of a most effective sort—continuous, cumulative in its effects, and one might almost say insidious. Even without heavier postal charges British publishers have some ground to catch up.
>
> The absence of *Punch* from the bookstalls has a little moral attached. Old-established British publications are not lost here. They have an extensive sale to direct subscribers. Their showy rivals have not; but they are striving for it. That is why they may be bought everywhere—not because the agents and publishers prefer to do business in this way. When the older generation of readers passes the American may win—unless his staid rival casts a little bread upon the waters in the meantime.

I am glad that the superiority of American trade publications is recognised. Some day the publishers of British comparable papers will wake up to the wisdom of assisting and encouraging advertisers using their publications to prepare really good advertisements, which answer questions and give the needed information to a prospective buyer.

The average British user of a trade paper occupies the space purchased with a bald list of the firm's products. How can advertising be resultful when it is as cold-blooded as an Eskimo, and as communicative as a Chinese sage?

Intellectual and physical laziness characterizes the publishers and advertising managers of Britain's trade press.

Then, when it comes to the typography of British trade press advertising, there is the feeling that every compositor's name is Rip Van Winkle. This planet, I have read, is 1,000 million years old. I am sure that British compositors have known this for generations, and have said, "Why worry? Why hurry? Eventually, perhaps; but why now?" I almost envy them their complacent outlook on life which to so many of us is a feverish thing.

Advertising Agency Recognition

The Northcliffe Press, including the London *Times*, *Daily Mail* and other associated newspapers, has entered into a formal agreement with the Association of British Advertising Agents on the matter of recognition. This is the beginning of what may be a new era in publishing and agency practice.

Conditions of recognition require the agency to have an organization capable of handling advertising business and engaged in the development of advertising. Also, it requires recognized agents to "play the game" squarely. That is, there is to be no secret or open rebating, or the equivalents of rebating; agents may not be "dummies" of advertisers; and so on. In short, the agreement conditions resemble very closely those supposed to exist between Canadian publishers and advertising agencies.

The agreement provides for the *status quo ante of* arrangements which members of the A.B.A.A. may have had with their clients. For example, if an agency was rebating 5½ or 7½% of its commission to its client, it is permitted to continue its practice; but should this client go to a new agency, then the new agency may not rebate any portion of the publisher's commission.

The publishers concerned in this agreement with the A.B.A.A. specify certain classes of accounts (railways, auctioneers, publishers) and certain named individual firms (department stores), to whom the 10% agency commission will be paid.

The declared object of the agreement is to raise the status of advertising agency practice in this country, and to give those agencies which are adequately organized to conduct their class of business and which are builders and creators of business, rewards and advantages due them, and not equally due so-called advertising agencies, namely, those under suspicion of being under the control of their clients, or of possessing their accounts by virtue of heavy rebates.

New Business

On new business, and by new is meant advertising which has not previously appeared in the signatory Northcliffe papers, the commission payable is 12½%.

The unfortunate thing is that so far it is only Northcliffe papers among publications which are concerned. Probably more publishers will enter into an agreement with the A.B.A.A. similar to that existing between the A.B.A.A. and the Northcliffe press; at any rate, one hopes so, for the good of advertising.

The Sins of Commission Rebates

A "recognized" British advertising agency spent much money and time to develop new business—a co-operative publicity campaign. It provided a carefully-considered plan; prepared suggested advertisements—press and otherwise; supplied printed matter for circularising individual firms to acquaint them of the project and to solicit their co-operation: attended a national convention of the trade concerned, on invitation, to present its proposals; and in other ways contributed to their development. The sum proposed to be spent in the first year was $100,000.

At a late day a competitor appeared—an advertising agency which had been improperly supplied with an edited copy of the proposals submitted by the agency originating and fostering the project. This agency

Continued on page 856

THE MARK OF A GREAT ACHIEVEMENT

The Bell Memorial in the heart of Brantford is inanimate —yet it will always symbolize to her citizens the spirit of great enterprise, a spirit that has lived and grown with and into all the industries that make Brantford the most promising manufacturing city of Ontario.

The Brantford Expositor

was a strong and distinctive newspaper when Alexander Graham Bell cradled his marvelous brain-child upon the friendly hearth of this young Canadian community.

We are proud to bear the banner of the press in a town worthy of Bell's invention, worthy to be called a "mother city" of fine crafts and craftsmen, producing its share of the world's best products and responsive to the call of trade from sister cities.

To be a newspaper that measures up to this community, and serves with the best effort it can muster, is our ambition. We are believers in the trinity of interest that co-operation builds among the advertiser, the newspaper and the community.

Ask any Canadian Agency about our fitness for real advertising service.

EDITORIAL COMMENT

Salesmanship Needed

NOW that the first "Hurrahs" that greeted Secretary Hughes' limitation of armaments proposals have subsided somewhat, it becomes very evident that the Americans have the most colossal piece of salesmanship on their hands which this old world has ever seen.

Mr. Hughes' plan to place all his cards on the table at the outset was as bold as it was a radical departure from precedent. It was met with a whirlwind of applause, and apparently everybody lined up eager to sign their names along the dotted line. That the proposals had been "sold" to the various powers concerned by one dramatic stroke seemed to be an indisputable fact, and all that remained was for a few committee meetings to dot the "i's" and cross the "t's."

Unfortunately, there begin to be signs that the men who may have the ultimate word—the diplomatists—are by no means "sold" on the Washington proposals. Theoretically, the people will decide the issue through the expression of public opinion, but the European statesmen and diplomatists have not been bred and trained in centuries old methods and traditions without being able in the past to influence public opinion into almost any channel desired. Whether they can continue to exercise this lordship will depend on what methods of publicity are adopted to keep the public sold on the limitations of armaments. Propaganda on a gigantic scale, other than that provided by the army of press correspondents at Washington, would seem to be necessary to counteract the undertow that is already setting in. An almost unbridled publicity will be necessary if the desire of the ultimate consumer—the public—is to prevail over that of the unsold middlemen—the expert, statesman and diplomatist.

In making a sale, half the battle is the approach to the prospect. The goods may be without a peer, but if the sensibilities of the prospect are ignored or scorned he will turn the offer down and buy an inferior article. When Mr. Wilson went to Paris to sell something to the Allies, he did so without having first sold his proposals to the public. To that grave initial error he added the mistake of making an unwise approach to the middlemen in Paris by ignoring the subleties of secret diplomacy. Whether he was morally right or wrong in taking up this attitude is beside the point. The fact remains that he failed to sell his goods because he adopted the wrong manner of approach. The world knows now that he had the goods and regrets that he proved a poor salesman. By over-riding the susceptibilities of his middleman prospect, to say nothing of the ultimate consumer, he broke the first rule of good salesmanship, which is, Gain the confidence of your prospect.

It is already clear that neither the representatives of Great Britain nor Japan at Washington are sold on the limitations of armaments proposals. At the outset they paid the goods a sincere compliment, but whatever diplomatic courtesy may have prompted in the way of polite and pretty verbage, it may safely be assumed that the diplomatic soul resented the unceremonious approach. That may be a reflection on the diplomatic soul, but it is a factor that should have been reckoned with. He is a brave salesman, whatever we may say of his wisdom, who suddenly bursts into the office of an old-established firm that has done business for generations along certain definite lines, and calmly proceeds to regard the old organization as scrapped at the moment of his entrance. He may have the most wonderful thing in the world to offer, but if it is something in which the firm has never dealt before, and regarding which the prospect has frequently evinced a strongly unfavorable prejudice, it would be well for him to think out clearly just what is the best method of approach.

There is only one way of retracing such a false step, and that is by selling the firm's customers who maintain it in business, *and keeping them sold.* There is no other known plan to make a recalcitrant and bigoted middleman see the light. That such a task in the case of the limitations of armaments proposals would be colossal will only serve to commend it to the American salesmen who have the matter in hand.

* * *

Second To None

TWO things were unmistakably demonstrated by the convention of periodical publishers in Toronto two weeks ago. In the first place it was obvious to anyone who has attended similar gatherings in both the United States and Canada that the business men of this country have thoroughly grasped the essential and most useful elements of the convention—considered as an institution—have scrapped the objectionable and tiresome features, to a large extent, and have learned to stage a business conclave in such a manner as to secure the utmost practical good out of the material within their reach.

The success of the publishers' convention was so marked as to make it unnecessary for the periodicals of Canada to assume an attitude of humility in comparison with their American cousins, in so far as the holding of business gatherings is concerned. These things are to be measured by what those in attendance get out of them, and it is certain that from this standpoint the members of the Canadian National Newspapers & Periodicals Association have never before held so illuminating and helpful an event.

The second point, of more interest to the outsider, and of especial interest to Canadian advertisers, was the abundant evidence evinced at the convention of the very high standards of practice now obtaining among the magazines, farm journals, religious papers, and the trade and technical press of Canada.

This is particularly to be observed and commended in the case of the business papers, since it is only of comparatively recent years that they have graduated into the class of real business-getters. Most of Canada's magazines and farm journals are old-established mediums whose practice and procedure is well known to the majority of advertisers; but it is not generally recognized that there has grown up in Canada almost overnight a group of trade and technical papers which, in relation to their field, possess a national prestige and popularity second to no other such group in any country. Moreover, their editorial and business standards are not surpassed anywhere. Some inkling of these standards may be gained from the report of the convention in this issue of MARKETING, although such a report must of necessity assume a very sketchy character.

THE PLACE OF NATIONAL MEDIUMS IN CANADIAN ADVERTISING

What is understood by "national" as applied to publications. Canada's national mediums compare most favourably with those of United States. Readers of national mediums best buying element in each community. From an address before the Canadian National Newspapers and Periodicals Association Convention

By H. V. Tyrell
Of The Maclean Publishing Company, Limited

IN the first place, perhaps, we should define what is meant by "national" as applied to publications. My idea is that a publication of national circulation should be so edited that it will be of *equal* interest to readers in the Maritime provinces, the Central provinces, the Prairie provinces and British Columbia. These contents may be national news articles, serial or short stories, political articles, household, women's, religious, educational, cultural and similar articles of more than local interest. A "national" publication should be mailed and shipped so that it reaches the readers, or appears on the newsstands, on the same day right across Canada. As a general rule we believe Canadian publishers work to this end. National periodicals provide a service that is absolutely essential to Canada's national development. They are developing national interest and sympathy and, without their unifying influence, Canada might develop well-defined sectionalism. These national publications are essential to national development, because they foster a national ideal or spirit. They have taken an important part in Canada's development during the time of stress caused by the war and reconstruction. They will bring into being the same high ideals of Canadianism in the Western provinces, the Central provinces and the Maritimes. They will bring together the varied interests and sections of this broad Dominion into a mutual understanding and sympathy.

To further visualize the "national" idea, it is necessary to contrast the truly national publications with daily and weekly newspapers, which are purely local in scope and character either to their own city or town, as with smaller dailies and weeklies, or to a section of the province, as in the case of the largest dailies.

The "national" character of the periodicals in this Association is emphasized by the fact that a message of national interest is delivered the same day of each week or month to Canadians throughout the length and breadth of Canada. Families in Vancouver receive the truly national periodicals on the same day that families in Halifax, Montreal and Toronto receive theirs. For these reasons, it is generally agreed that the national idea cannot be said to apply to mediums of merely local circulation and influence.

Adequate Circulation Available

Magazines, Agricultural and Religious newspapers have long been recognized by advertisers in the U.S. as the most effective mediums for national advertising. It has sometimes been suggested by advertisers that Canadian national publications do not offer sufficient circulation to warrant the manufacturer placing complete dependence upon a national campaign in these publications to put his proposition across in a strong way.

This is not to argue that Canadian magazines, agricultural and religious newspapers completely fill every Canadian advertiser's needs. What we do wish to emphasize is that there is available to the advertisers in Canada a worth while volume of national circulation practically as large in proportion to population as is generally employed by advertisers in the U.S., where similar publications are considered entirely adequate for a thoroughly effective consumer campaign.

Some Comparisons

Because I have comparative figures at hand, I will illustrate this point by comparing figures on some Canadian and U.S. magazines.

For the purpose of quick analysis we will say that Canada has about five million English-speaking people and that the United States has about one hundred million English-speaking people. Therefore, when contrasting or comparing circulation statements for the two countries, Canadian circulation figures will be multiplied by twenty to get the United States equivalent. In other words, United States magazines should have a circulation approximately twenty times as great as that of Canadian magazines to afford relatively the same "coverage." Let us examine the achievements of the two countries on this basis.

The combined circulation of twelve Canadian periodicals in the magazine class is roughly 450,000, covering Canada proportionately as well as a total of 9,000,000 circulation in the United States.

You could make a selection from the Canadian group and still get relatively as thorough a coverage of Canada as is afforded by the circulation of the six leading women's magazines in the U.S., or of a general group including *Saturday Evening Post*, *American*, *Cosmopolitan* and other big fellows.

It is obvious, then, that the leaders among the Canadian magazines make as good a showing in the matter of circulation in Canada as is made in the United States by such magazines as *Ladies' Home Journal*, *Pictorial Review*, *Cosmopolitan* or *American*.

It is a mistake to suggest that Canada is not a magazine country; when you consider the favorable way in which the circulation of Canadian magazines compares with the circulation of magazines in the United States. Add to this the large reading that American magazines have in this country and it is quite obvious that Canadian people are really very extensive readers of magazines. These points are brought out for the purpose of demonstrating that Canada is even more emphatically a "magazine country" than is the United States.

The more thoroughly the situation is investigated, the more firmly is the argument established that publications of national circulation should be used in Canada to get the publicity which the national publications are commonly relied upon to give in the U.S. Because our publications

have the same high standing with their readers, they have the same appeal to the leadership families, and relatively are just as strong in circulation as the national publications in the U.S.

Canada Not Different

Merchandising processes in the United States and Canada are very much alike. Magazines, agricultural and religious newspapers, as well as bill-boards, newspapers and other local media occupy a similar relation to each other in Canada as they do in the United States. They are no less and no more valuable in Canada —they are not substantially different in character, effect or value to national advertisers than they are in the United States.

Shrewd and successful American advertisers are quick to grasp the need of national publications in Canada when they launch a campaign here, and it makes one wonder if Canadian advertisers who do not use the national mediums more extensively are overlooking the obvious —if they are not too close to the proposition to see the real worth of a comparatively new factor in Canada.

Our national mediums already form the basis for all consumer advertising effort for some advertisers in the Canadian market. Practically all of the best known Canadian national advertisers are users of some space in the national mediums. Some of them do not use large enough space, and others not sufficiently high class copy to get the best value out of the money spent, but recently more advertisers are coming to realize the value of these mediums to give national effect to their publicity.

Half on Farms

The last Dominion Census showed that 54.47% of Canada's population was rural. More than 700,000 families were in farm homes, 85% of which are occupied by owners themselves.

The buying power of this farm market is represented by a total capital investment of $5,078,000,000 in lands, buildings, implements and livestock. The average annual production in dairy products and field crops averages over $1,000,000,000 a year.

Canada has only 48 trading centres with populations of 10,000 and over. Only 24 out of these 48 have a population of 20,000 or over. Centres of 20,000 include such places as Peterboro, Kitchener and St. Catharines. In places of this size the retail merchants' farm trade averages in the neighborhood of 30%. It is therefore a very important factor.

In an investigation conducted this summer among merchants doing business in towns ranging from 1,000 to 20,000 in population, there were 35 merchants out of 47 who stated that they had 50% or over of their trade coming from farmers.

In another investigation made recently 60 out of 95 merchants reported 50% or more of their business with farm customers.

Summing up, we find that of the 52,000 retail stores in Canada about 39,000 are concentrated in places where merchants depend upon farm customers for the biggest percentage of their business. Even in the larger places like Hamilton and London there are individual merchants with 30% or more of their trade coming from farmers. In towns of 5,000 population and under there are many merchants whose farm trade is 90% of their business.

Farm papers are therefore a necessary part of any advertising campaign calculated to cover the Canadian market properly.

As stated we have in Canada more than 700,000 farm homes. The total circulation of all the Canadian agricultural papers combined is, roughly, 780,000. These figures go to prove that there is comparatively little over-lapping.

Buying Power of Readers of National Mediums

There is a thought in connection with present day conditions that we should have in mind when selling advertising in national mediums.

The subscribers to the agricultural newspapers may not receive as much money for their crops this year as in previous years, but they are still in a position to buy freely of house furnishings, clothing and other necessities for their comfort and well being. They are not, at any rate, in the unemployed class. The subscribers to magazines and religious newspapers, while very largely located in the towns and cities are in the class perhaps least affected by present business conditions. A close investigation would prove that a very high percentage of these subscribers are among the professional, business and salaried class.

The advertiser who would place his money where there is a chance of bringing him worth while results may very wisely concentrate his efforts in the national mediums. Their readers represent the substantial classes in each community across the country. These are the people who are the worth while buyers right now and for sometime to come.

Advantages of Color

The advertiser in magazines, agricultural and religious periodicals has the advantage of good paper and illustrations. The physical display increases the selling power of the advertisements. In addition to these physical advantages there is the element of color to consider in many of these mediums, namely, four-color process and two-color work, including some agricultural and religious papers.

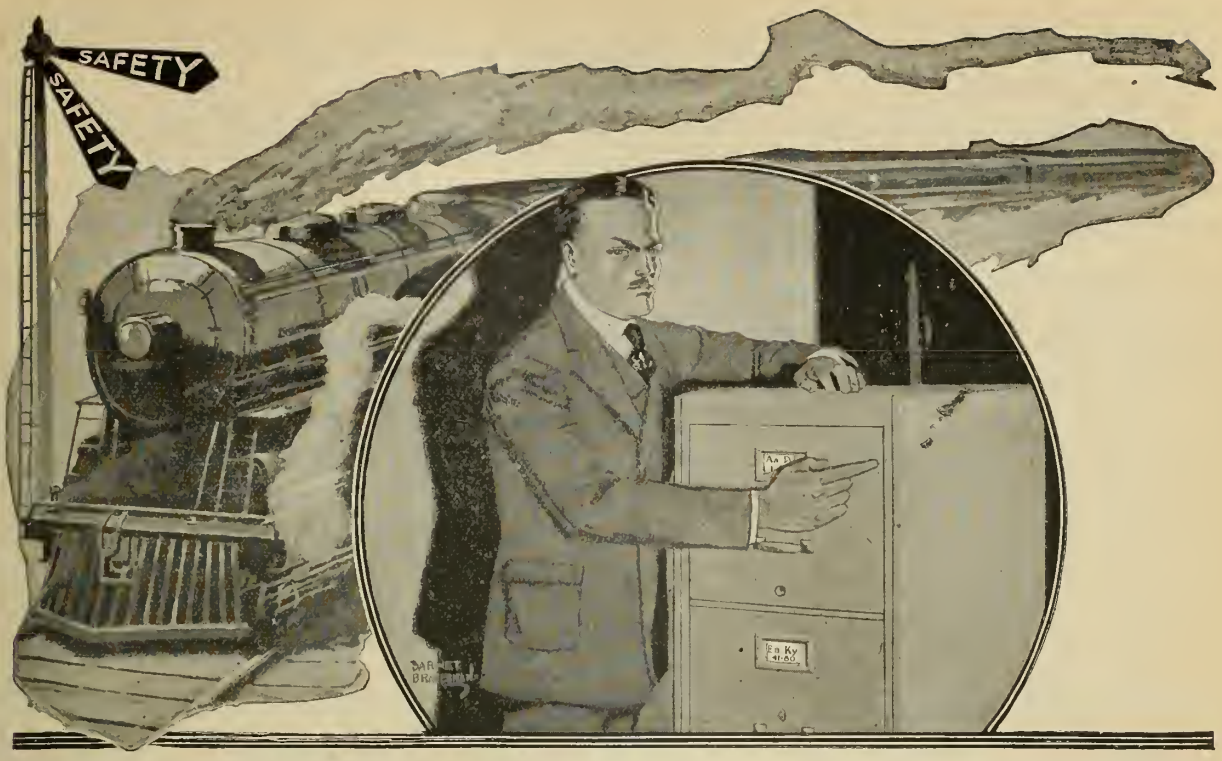
Both four-color and two-color advertisements are very effective in that they greatly increase the pulling power of an advertisement. The mind remembers longest the color effect. It permits of faithful reproduction of a package, if so desired. It visualizes the package as it appears on the dealers' shelves. It completes the tie-up between package, dealer and consumer. It offers striking dealer sales help, and it impresses the dealer greatly when the advertising campaign is merchandised to the trade. The cost of color advertising is not greatly in advance of the cost of black and white full page space.

Merchandising National Advertising to the Trade

Jobbers and dealers sometimes want to know just what the advertiser is doing in their own particular neighborhood. In this connection it is possible to obtain from the magazines and farm papers a statement giving the analyses of circulation by towns, counties or provinces. This information is given in detail. From this statement it is possible for a manufacturer's and jobber's salesman to show his prospect, the retailer, just what national advertising is doing for him in his community: also to show just how many people are being influenced for the good of the retail business in that section. An analysis of a magazine, agricultural and religious paper's circulation by trading centres is sure to impress any advertiser with the great importance of advertising in this class of medium.

* * *

The A. J. Massey agency, Winnipeg, is handling the advertising of Leston & Burpee Ltd., makers of the Burpee Home Can Sealer, Vancouver, B.C.



Signs that Say: Safety

Through the night the coaches speed *but you sleep on.* And the reason? Because of your confidence in the elaborate system of safety equipment provided by the railroad to increase the "margin of safety" for its passengers.

The elaborate signal systems of the modern railroad—the curtain of asbestos in "Fire-Wall" Filing Cabinets—both are signs that say: Safety.

FIRE-WALL FILING CABINETS
Steel-*plus*-Asbestos

Strength favors steel. But steel alone conducts heat. So "Fire-Wall" Filing Cabinets are made with a curtain of asbestos between two sturdy walls of steel—a curtain of asbestos that stands between your valuable business records and the fire that may steal upon you any time.

"Fire-Wall" means better protection—an increased "margin of safety" for your business records. Consider this safety when buying *your* equipment.

Drop a card in the mail to-day for a copy of "Protection for Your Business Records." Address nearest service store or Home Office.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg
Regina Edmonton Calgary Vancouver

Steel *plus* Asbestos *for* Better Protection

The "Office Specialty" Direct Name Filing System in "Fire-Wall" Filing Cabinets is the ideal combination for modern business records.

OFFICE SPECIALTY

FIRE-WALL FILING CABINETS

Steel *plus* Asbestos — *for* Better Protection

Copyright, 1921, The Office Specialty Mfg. Co. Limited

Unforced Circulation in the Ontario Farm Field

"Forced circulation has never had and never will have the same value to either the reader, advertiser, or anybody else, as that of the publication whose circulation is largely purchased by its readers of their own free will.

"Reader-purchased" circulation always produces better and more permanent customers at lower cost.

Glance over these figures compiled by MARKETING and published in the November 15th issue:

Publication	Percentage of Subscriptions received through Canvassers
FARM & DAIRY	2%
Farmer's Advocate	5%
Canadian Countryman	51%
Canadian Farmer	58%
Farmers' Magazine	65%

The circulation of FARM and DAIRY is 88% *unforced.* The true basis of the worth of circulation is the estimation of the reader for the publication he buys and his willingness to purchase it of his own accord without its being *forced* upon him.

If you want *unforced* circulation in the farm field in Ontario you will use—

FARM

and

DAIRY

The National Dairy Newspaper

Member of A.B.C.
Reports on request.

Advertising and Color Rates on request.

Peterboro, Ont.

Photo-Engravers at War With Each Other

Union calls strike at Legg Bros., Ltd., establishment after that firm resigns from Employers' Association. Charges of price-cutting denied. Employers believed to have inspired Union's action.

At noon on Wednesday, November 9, the International Photo Engravers Union pulled out its members from the engraving plant of Legg Bros. Ltd., 10 Patrick Street, Toronto.

Mr. George Legg, in an interview with MARKETING, stated that as far as he knew the reason for this action was as follows:

Three months ago Legg Bros. Ltd., resigned from the Association of Manufacturing Photo Engravers of Canada. They did so because at that time the Association wanted to discontinue the practice of allowing a 10% discount to advertising agencies, publishers and others who placed orders with engraving concerns for their clients. Mr. Legg would not agree to this, and chiefly on account of the disagreement on this point his firm resigned from the Association.

The question of discontinuing this discount was fully reported and discussed in various issues of MARKETING at the time, and it may be remarked here, incidentally, that the discount was not and has not been discontinued up to date.

Since the resignation of Legg Brothers took effect the Association has made a number of accusations that this firm has been cutting prices, and, it being a part of the agreement between the employing engravers' union that union men shall not work in a price-cutting shop, pressure has been brought to bear upon the Union to enforce Clause 8 of the agreement (which refers to price-cutting) by threatening to pull out their men.

It is understood that the Union asked the Engravers' Association for detailed information concerning the alleged price-cutting, and were furnished with 15 specific charges. With these in their hands the Union men called upon Mr. Legg and demanded an investigation of his books. He consented to have his records examined by a committee of his shop superintendent and two union employees in his own plant; but this was not acceptable to the Union. They demanded an investigation by an outside auditor. This Mr. Legg refused. They then demanded that his firm should put up a bond guaranteeing that Legg Bros. Ltd., would not cut prices in the future. This Mr. Legg also refused.

The Union then announced that if their demands were not conceded within an hour and a half they would order their men out, which they did at the hour and date above mentioned.

Mr. Legg countered with an announcement that he would henceforth conduct an open shop and allowed the strikers 24 hours to return to work, failing which their positions would be filled. Altogether 8 men walked out. Some union men, who are shareholders in the company, stayed at their jobs. Mr. Legg reports that he is continuing to handle the usual volume of business by operating the plant a few extra hours a day.

From other sources it is learned that there is something more behind the incident than appears on the surface. According to MARKETING's informants, the Union last May endeavoured to secure a twelve months' agreement, but was able to get the employers to sign up only until the end of 1921. Later on, when there was plenty of work and the men felt themselves in a stronger position, they renewed their request for an agreement until May, 1922. It is claimed that in reply to this fresh request the employers informed the Union that Legg Bros. Ltd., were cutting prices, and that unless this was stopped wages would have to come down in all plants to meet their competition.

Faced with this possibility the Union, asked for specific charges, and getting them proceeded to act in the manner outlined.

Mr. Legg denies that he cuts prices. He told MARKETING that engravings cannot be produced at the present time below the prices listed in "Schedule G" issued by the Cost Committee of the Manufacturing Photo Engravers of Canada. He says that 80 per cent. of the cost of producing engravings is entailed in the labor; and that there has been very little decline in materials, which, seeing that they enter into only 20% of the cost, must show a marked decrease before effecting the total price.

The high wages paid to engravers in Toronto, Mr. Legg asserts, result from the very heavy seasonal demand for engravings at the periods when the big mail order houses are getting out their catalogues. This necessitates bringing men in from the United States at high rates of pay for a few months work. Local men, learning of the inflated pay-cheques of these outsiders, naturally become discontented and make urgent demands for equal pay.

The employers, confronted with the same situation, year after year, have succumbed to these demands and passed on the additional cost to the buyers of engravings, as they will be in a position to do so long as they are protected from price-cutting by the regulations of the I.P.E.U. which forbids its members from working in shops where, according to MARKETING's information, the employers have gone the limit, in the case of Legg Bros., as in many other instances, to prevent any reduction in the price of engravings.

This policy has made them extremely unpopular with buyers of engravings, and there is little doubt that the demand for engravings has been materially lessened, not only on account of prices, but because it is generally believed that both employers and men in the engraving industry seem intent on imposing "all the traffic will bear." Unwillingness on the part of advertisers to buy engravings at present prices and under the present circumstances is certainly having a reflex action on the effectiveness of a great deal of advertising and thus the sins of the engraving industry are being visited on the heads of printers, publishers, advertising agencies, and, ultimately, on business in general.

Leading National Advertisers Use *The Citizen*

AS A GUIDE to planning your appropriation it will be of interest to every general advertising agency and national advertiser to know through what medium other national advertisers have prospered in Ottawa. Below is a list of prominent national accounts using space—many exclusively—in THE CITIZEN since January 1st, 1921. Follow these leaders for best results:

RED ROSE TEA
SALADA TEA
PRIMUS TEA
POSTUM CEREAL CO.
SUN MAID RAISINS
CANADA STARCH
ATLANTIC SUGAR
CHASE & SANBORN COFFEE
PARIS PATE
H. P. SAUCE
INGERSOLL CHEESE
PURITY SALT
SIFTO SALT
B. C. APPLES
APEX RECORDS
SONORA PHONOGRAPH
BERLINER PHONOGRAPHS
20TH CENTURY CLOTHES
SEMI READY CLOTHES
BLUE'S WEARBETTER CLOTHES
CLUETT PEABODY
AUTOMOBILE SKATES
STARR SKATES
WILLIAM'S SHAVING SOAP
EVER-READY SAFETY RAZOR
AUTO-STROP SAFETY RAZOR
DURHAM-DUPLEX SAFETY RAZOR
GILLETTE SAFETY RAZOR
MILLBANK CIGARETTES
PLAYERS' CIGARETTES
PHILLIP MORRIS CIGARETTES
CANADA STEAMSHIPS CO.
MOFFAT STOVES
McCLARY STOVES
CLARE BROS.
CAN. GENERAL ELECTRIC
NATIONAL ELECTRIC CO.
GUNN'S LIMITED
SIMMONS BEDS
WALTHAM WATCH CO.
ELGIN WATCH CO.
SUN LIFE ASS'CE CO.
IMPERIAL LIFE
LIFE INSURANCE ASS'N.
CAN. WESTINGHOUSE CO.
HURLBUT SHOE
MOIR'S CHOCOLATES

BETTY BROWN CHOCOLATES
ROYAL BAKING POWDER
MAGIC BAKING POWDER
COOK'S FRIEND POWDER
HEINZ PORK & BEANS
INFANT'S DELIGHT
BABY'S OWN SOAP
N. P. SOAP
SUNLIGHT SOAP
LIFEBUOY SOAP
ANDREW JERGENS SOAP
PALM OLIVE SOAP
OLD DUTCH CLEANSER
LUX
BRUNSWICK PHONOGRAPH
EDISON PHONOGRAPHS
EASTERN HAT & CAPS
WOLTHAUSEN HATS
STETSON HATS
MALLORY HATS
PEPSODENT TOOTH PASTE
MINTY'S TOOTH PASTE
COLGATES TOOTH PASTE
EVER READY FLASHLIGHT
WEAR EVER ALUMINUM
McDONALD TOBACCO
ROYAL NAVY TOBACCO
OLD CHUM TOBACCO
KOLA PIPES
BACHELOR CIGARS
OVID CIGARS
LA FORTUNA CIGARS
T & B TOBACCO
DOMINION RUBBER CO.
OHIO VACUUM CLEANER
DOMINION CORSETS
NEMO CORSETS
WARNERS' CORSETS
COMMUNITY SILVER
HOLMES & EDWARDS
CEETEE UNDERWEAR
STANFIELD'S UNDERWEAR
THE MEYER CO.
HAWLEY'S DYES
BLACHFORD SHOES
GANONG'S CHOCOLATES
LAURA SECORD CHOCOLATES

SHREDDED WHEAT
PURITY FLOUR
CREAM OF THE WEST FLOUR
ROMAN MEAL
FRY'S COCOA
BAKER'S COCOA
OXO
BOVRIL
LIFE SAVERS
BORDEN'S MILK
CARNATION MILK
GOLD MEDAL PHONOGRAPH
SOCIETY BRAND CLOTHES
COLUMBIA PHONOGRAPH
STARR GENNETT RECORDS
TOOKE BROS.
ESSEX MOTOR CO.
FORD MOTOR CO.
OVERLAND MOTOR CO.
PAIGE MOTORS
CHEVROLET MOTOR CO.
OLDS MOTOR CO.
McLAUGHLAN MOTOR CO.
GRAY-DORT MOTOR CO.
VETERAN TRUCKS
CHALMERS-MAXWELL MOTOR
REO MOTOR CO.
STUDEBAKER MOTOR CO.
RUGGLES TRUCKS
DODGE MOTOR CO.
PARKER MOTOR CO.
GOODRICH TIRES
DUNLOP TIRES
OAK TIRES
MARATHON TIRES
K & S TIRES
GUTTA PERCHA TIRES
WILLARD BATTERIES
COLUMBIA BATTERY
HOLEPROOF HOSIERY
LITERARY DIGEST
PICTORIAL REVIEW
GOOD HOUSEKEEPING
LADIES HOME JOURNAL
WATERMAN'S FOUNTAIN PEN

AND MANY OTHERS

THE CITIZEN restricts its advertising pages to only high grade merchandise and announcements of legitimate enterprises. You are always certain of good company when you advertise your product in the columns of The Citizen, as this paper maintains a higher standard in the acceptance of advertising copy than any newspaper in Canada. THE CITIZEN does not accept patent medicine or semi-medical advertising of any description, mining or oil stock advertising or any other advertising of an objectionable nature.

DOMINATE OTTAWA! Create maximum impression at one cost by concentrating your advertising in the newspaper "nearly everybody reads"—

Daily Average
29,460
Members A.B.C.

The Citizen OTTAWA, Canada

St. Thomas

is the trade centre of a fertile and prosperous area, the trade from which is assured to St. Thomas

by its central position and location with respect to any other trade centre

by the attraction of retail stores unsurpassed anywhere in appearance or the variety, quality and quantity of merchandise.

by the excellent and famous motor roads of Elgin County and the concentration at St. Thomas of six lines of railways radiating to all parts of the territory

The St. Thomas TIMES-JOURNAL

is the

Home Paper

of the 50,000 people who buy in St. Thomas. It is the only daily published in city or territory and the only daily taken by over 90% of the people

For effective, intensive and economical service

use

The St. Thomas Times-Journal

Daily Net Circulation over 9,100

More Census Figures

The population of the province of Alberta has increased 55.34 per cent. according to a bulletin issued by the Dominion Census Bureau, November 17. The details are as follows:

	1921	1911
ALBERTA	581,995	374,663
Calgary	63,117	43,704
Edmonton	58,627	31,064
Lethbridge	11,055	9,035
Medicine Hat	9,575	5,608
Red Deer	2,323	2,118
Wetaskiwin	2,056	2,411
Bassano	802	540
Beverly	986	——
Blairmore	1,550	1,137
Bow Island	953	307
Camrose	1,895	1,586
Cardston	1,593	1,207
Claresholme	949	809
Coleman	1,582	1,557
Didsbury	1,149	726
Drumheller	2,504	——
Edson	1,139	497
Fort Saskatchewan	880	782
Grande Prairie	1,061	——
Hanna	1,365	——
High River	1,195	1,182
Innisfail	943	602
Lacombe	1,133	1,029
Macleod	1,707	1,844
Magrath	1,063	995
Nordagg	1,014	——
Peace River Crossing	980	——
Pincher Creek	892	1,027
Raymond	1,384	1,465
Redcliff	1,097	220
St. Albert	800	614
Stettler	1,416	1,446
Taber	1,668	1,400
Vegreville	1,475	1,029
Vermillion	1,271	625
Wainwright	975	738

Details of the population of Manitoba have also been announced during the month as follows:

	1921	1911
MANITOBA	613,008	461,190
Brandon	15,359	13,839
Portage la Prairie	6,748	5,839
*St. Boniface	12,816	7,483
Winnipeg	178,364	136,035
Beausejour	988	847
Bertle	562	437
Boissevain	826	918
Carberry	789	878
Carman	1,585	1,271
Dauphin	3,862	2,815
Deloraine	684	808
Emerson	746	1,043
Gladstone	833	782
Grandview	846	637
Hartney	579	623
Killarney	869	1,010
Melita	575	690
Minnedosa	1,479	1,483
Morden	1,268	1,130
Morris	796	598
Neepawa	1,887	1,864
Oak Lake	500	449
Rapid City	570	580
Rivers	857	950
Russell	694	562
Selkirk	3,722	2,977
Souris	1,710	1,854
Stonewall	1,103	1,065
Swan River	903	574
The Pas	1,859	.....
Transcona	4,180	.....
Virden	1,357	1,550

*A correction since publication of census figures in our Nov. 15th issue.

New Invoice Form to Prevent Dumping in Canada

As a means of insuring that the anti-dumping clause of the Canadian tariff laws shall be carried out the Department of Customs & Excise has ordered the inclusion of the following paragraph in customs invoices, effective January 1st., 1922:

"That such fair market value is not lower than the wholesale price of the said goods at the said time and place; and that in the case of new or unused goods, such fair market value is not less than the actual cost of production of similar goods at said time and place, plus a reasonable profit thereon."

* * *

"Veteran" Becomes a Weekly

The official organ of the Great War Veterans Association, *The Veteran*, which has been published for four years as a monthly, commenced weekly publication on November 19th. T. C. Lapp of Ottawa is editor-in-chief.

* * *

The *Nova Scotian*, Halifax, has changed its size from the 8-column newspaper format to the 5-column style much in use among agricultural publications.

* * *

F. E. Hunter, 50 Gerrard St. E., Toronto, has purchased the Lady Dainty line from the Bosworth Specialty Company, and is placing some advertising direct.

* * *

Copy for "Wine of Pepsin," distributed by Canadian Druggist Supplies Ltd., Vancouver, is being placed by Gibbons' Winnipeg office.

* * *

The advertising account of Smith Brothers, Poughkeepsie, N.Y., formerly handled by Barrows & Richardson, N.Y., is now with A. McKim Ltd., Montreal, for Canada.

* * *

Newspaper space, bill-boards, moving pictures, window cards, street car fender boards and cluster-lamp-post shields were used as advertising media in the drive for $450,000 recently conducted in Toronto by the Federation for Community Service. Norris-Patterson Ltd., handled the campaign.

* * *

At a meeting of the directors of Canadian Press, Ltd., held in Montreal recently, applications for membership from the *Standard*, St. John, N.B., and the *British Columbian*, New Westminster, B.C., were granted, while an application for an afternoon newspaper proposed to be established in Windsor, Ont., was refused.

* * *

Copy for "Onyx" and "Georgina" shoes, run over dealers' names in various cities, is part of the Blatchford Shoe campaign, and is being handled by McConnell & Fergusson.

* * *

What the omission or addition of one word will do to a piece of copy was exemplified in a recent advertisement in these columns for the Hugh C. MacLean publications. The addition of a word, in this case, wrecked the sense of the argument. The advertisement, revised in one or two respects, appears again in this issue.

Advertising Increased 1921 Sales 20% in The Hydro Shop

"Up to October 31st we have had the most successful selling season in our history, breaking all previous records with a total of $239,823.95 for sales of appliances—an increase of 20% over last year.

"The Hydro Shop has accomplished this result by persistent advertising in what it believes to be the most responsive territory in Canada. We have enlarged our advertising appropriation as sales have increased with the result that more appliances per capita are used in London than in any other city in Canada. To date this year we have sold 105,626 bulb lights.

"We handle only nationally advertised appliances and we believe that advertisers of electrical goods—and no doubt other lines—will not find a more responsive market anywhere than the city of London."

——C. W. BLAY,
Sales Manager, The Hydro Shop.

No better evidence than the above could be offered as to the truth of the statement that advertising pulls and pays in London—and particularly in *The London Advertiser.* The Hydro Shop is a constant user of this paper's columns. Is there any reason why persistent advertising should not secure like results for you?

The London Advertiser

LONDON ONTARIO

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

H. B. Muir
Managing Director

United States Representative—
CHAS. H. EDDY CO.,
New York, Boston, Chicago.

The

SELECTED TOWN WEEKLIES

OF ONTARIO

Can render their advertisers a service that cannot be approached by any other class of media.

The publishers of these papers are in direct contact with their local merchants every day.

This means that the Advertiser can get cooperation that counts.

The local merchant knows that if the Manufacturer advertises his goods in the paper that reaches his customers that both will benefit. Sales will be made more easily.

Then no other class of Media adequately covers this field.

A sprinkling of Toronto dailies go to these places, and a few general magazines, but for a real, intensive campaign, the Local Paper is Necessary.

The Forty-three papers, comprising the SELECTED TOWN WEEKLIES OF ONTARIO, are the leaders in the Ontario weekly field. Their circulations are guaranteed. The papers are well-edited and well-printed.

They are read and re-read by every member of the family.

They are available for your campaign at moderate rates.

For details communicate with

L. S. GOWE, Representative

105 King Street East

TORONTO

Telephone—Main 3360

Moving Car-Cards New Stunt For Store Windows

A new form of advertising, both local and national, is now being introduced in Toronto, with the intention of spreading throughout the country eventually, by the International Mov-Ad Distributors of Canada, 313 Ryrie Building.

The device is an automatic machine, run from a lamp socket, containing 24 standard street car-cards, which are presented in a gilt frame for the space of 7 seconds each, the motor running continuously day and night if desired. A light behind the cards illumines them at night.

The company intends to cover the grocery trade first, and is now canvassing manufacturers of food products for advertising in these machines, which will be placed in a stated number of grocery stores throughout Canada. The device may also be used for the advertising of single stores.

✣ ✣ ✣

Avery in Charge of Promotion for Winnipeg Free Press

Frank H. Avery, has been appointed Promotion Manager of the *Manitoba Free Press* and is now in active charge of that department, the scope of which is being extended to take in all the various activities of the merchandising department of a modern newspaper. Mr. Avery was formerly City Editor of the *Free Press* and has had an extensive experience in all departments of newspaper work in addition to department store advertising experience.

✣ ✣ ✣

The Sydney S. Bowman advertising agency, Montreal, has secured the account of the Grimm Manufacturing Co. Ltd., Montreal, manufacturers of Champion Evaporators for maple syrup. A campaign is now being prepared for a limited list of farm papers.

✣ ✣ ✣

The MacMartin Advertising Agency, Minneapolis, has recently sent out copy to some Canadian dailies for the Creamette Co., of that city.

✣ ✣ ✣

Two-column copy for "Wheat Gold," a new breakfast cereal manufactured by W. B. Brown & Co., Toronto, is appearing in newspapers, placed by Desbarats Advertising Agency Ltd.

✣ ✣ ✣

Newspaper copy for The Phonograph Record Repeater Co., which is represented in Canada by H. A. Bemister, 122 St. Antoine St., Montreal, is being placed by the Sydney S. Bowman Co., advertising agents, Montreal.

✣ ✣ ✣

New copy for Ruggles trucks is being sent out by the Federal Advertising Agency, London, Ont.

✣ ✣ ✣

Highly satisfactory results from the "Hair Bitters" advertising campaign in Toronto are reported by the Beriault Co. A similar campaign in Hamilton has produced amazing results, one hundred per cent distribution having been secured at the outset. Brantford and London are the next zones on the Company's list for intensive advertising. Copy for the Ontario and British Columbia advertising has been prepared by the Mitford Service Bureau, Toronto.

Ontario Seeks Jobs For All Through Advertising

"A Job For Every Man—Prosperity For All" is the slogan that appears on each advertisement in the campaign put out by the Advisory Committee appointed by the Ontario Government to cope with the unemployment situation. Every daily newspaper in Ontario is being used and the first of a series of nine advertisements appeared on Monday, November 28th. The remaining numbers of the series are appearing on the Mondays and Thursdays of each week.

The first advertisement in the series is a broad, general appeal based on a brief survey of Canada's incomparable resources. In the second, the manufacturer is appealed to adjust his prices wherever possible in order to encourage buying. A third suggests that the wholesaler should sell at replacement costs A similar suggestion is placed before the retailer. Architects, property owners and contractors are asked to call for tenders on work that has been withheld awaiting a further drop in prices. Mr. Worker, Mr. Banker and Mr. Farmer are each appealed to along lines that effect him personally. Mr. and Mrs. Average Man and Woman have a request all to themselves that they will play their part in getting more wheels moving and so break up the present trade stagnation.

✣ ✣ ✣

The Dickensian campaign prepared for Aemilius Jarvis & Co. Ltd., by McConnell & Fergusson, which was noticed at length in these columns last spring, apparently satisfied the advertiser for this firm is now using a Shakespear campaign along very similiar lines.

✣ ✣ ✣

Copy has recently appeared in Toronto Dailies for Lawrence's "All-Round Polish," for furniture, metals, automobiles, etc. The business is placed direct by the Western Manufacturers' Agents, Toronto.

✣ ✣ ✣

Garfield Hood, connected for some years with the Steel Company of Canada Ltd., has been appointed sales manager of the Ontario Steel Products Company, Ganaroque, Ont.

✣ ✣ ✣

The James Advertising Agency Inc., New York, has recently sent out instructions covering new advertising for Formamint throat tablets, manufactured by Bauer Chemical Co., New York.

✣ ✣ ✣

Medallion Talcum and Toilet Goods, a new product of Bauer & Black, Chicago, is being strongly featured by handsome window displays in this country. To date no publication advertising has appeared.

✣ ✣ ✣

The advertising of Steedman's Powders now appearing in Canadian publications is being placed by the F. Algar Advertising Agency, 58 Gracechurch St., London, E. C. 3.

✣ ✣ ✣

A limited list of Canadian dailies is being used for the advertising of The Marine Trust Company of Buffalo. The business is placed direct.

✣ ✣ ✣

New copy for Everready Flashlights is going out from the office of R. C. Smith & son, Toronto, acting as Canadian agent for the re-organized agency of Wm H. Ranklin Inc.

How's Business?
IT'S good in VANCOUVER and BRITISH COLUMBIA as a whole. The lumber industry is flourishing—not making war-time profits it is true—nevertheless, all big mills are working to capacity. Our sunny valleys report the largest fruit and vegetable crops in their entire history. Prices are not abnormally high, but there is a ready demand. The fishing industries report a small "catch." But this is not altogether a bad condition, as huge stocks were carried over from last year, and are now being disposed of at fair prices. Yes,—take it all in all—business is good. One departmental store manager says: "To give the service that we'd like to give our customers, we should double our floor space at once to meet this year's increased business." The manager of a leading men's clothing establishment says: "Last year's increase in volume of business was the greatest in our history. This year's increase greatly exceeds that of last year." Both merchants are users of much daily space in the VANCOUVER DAILY WORLD. Also some Eastern manufacturers are "cashing in." Are you?
Vancouver Daily World
FOR INFORMATION
Eastern Agent
J.B.Rathbone
95 King East, TORONTO.
317 Transportation Bldg., MONTREAL.
And Recognized Agencies

U.F.O. Convention

More than 80,000 Ontario farmers will be represented at the annual meeting of the United Farmers of Ontario to be held in Massey Hall, Toronto, on December 13, 14, 15 and 16th. At this meeting many matters of vital importance to the farmers, and of more than usual interest to all residents of this Province will be dealt with.

On December 17th there will be issued the annual

Christmas-Convention issue of THE FARMERS' SUN

Every important matter dealt with at the Convention will be chronicled. The meeting will be the largest ever held by the farmers, and no other paper will report the meeting so fully as *The Sun*—the official organ of the U.F.O.

Every year we have thousands of enquiries for special copies and for this issue we guarantee a circulation of

60,000

Half-tone newsprint will be used so that all cuts will show up well. This is absolutely the best issue of the year that goes to the farmers of Ontario, and we urge you to take advantage of it.

Our usual card rates will apply.

The

Farmers' Sun

299 Queen Street West
Toronto, Canada.

Member A.B.C.

Phone us and we will be glad to call on you.

The Function of Business Newspapers in Advertising Campaigns

Continued from page 834

to the attractiveness of the advertisement, 832 out of 872 replying voted that it commanded immediate and special attention.

The majority of the most successful sales campaigns have been based on the principle that, first of all, the dealer must be sold. Create dealer enthusiasm and you are practically assured of sales results.

One of the outstanding characteristics of business to-day is the dealer co-operation given by manufacturers, and they are giving it because they know it has been found to pay.

The examples of successful dealer campaigns are numerous. One I might mention is that of The Lloyd Manufacturing Company, who have the largest woven baby-carriage factory in the world. The president of this company made the following statement: "If it were necessary for us to use one form of advertising, that one form would be trade paper advertising. Yes, I'll go further. If it were necessary for us to give up all forms of advertising but one, and if it were also necessary for us to give up all forms of circularizing the trade but one—that one would be our trade paper advertising." This firm, by carrying the story of the Lloyd inventions to the dealers of the United States and Canada, increased more than 600% in less than two years.

Trade Press Must Boost Itself

It is my opinion that much business has been lost to Canadian industry by the failure of some manufacturers to appreciate the true value of advertising in the business press. Is it not the experience of every business paper publisher in our Association that inquiries are received continually asking where a certain product or material can be obtained? The publisher must share with the manufacturer the responsibility for this condition—the business paper as an advertising medium has not been sold to the full extent of our opportunities.

It is not to be expected that the advertising agencies will sound the praises of the business papers so long as their revenue depends upon the commissions received from publishers. It means much more work to prepare copy and handle the advertising in a business paper than in a popular magazine or the daily press, where the rates are many times higher and the agency rake-off so much greater. The percentage basis is one that naturally works unfairly against the papers with the smaller rates.

Economy of Concentration

Let me give an illustration which may reflect the work which I consider is before the publishers of business papers before they will come into their own: A certain abrasive company was strong for general publicity, having been influenced that way by their advertising agency. Requests from their jobbers to use the trade press fell on deaf ears. They were spending $50,000 to $75,000 a year in one of the leading magazines to cover the United States and Canada, and although at least 25% of their trade came from the woodworking industry, they were not spending a cent in the woodworking papers. The sales manager said this magazine reached all fields. Our representative showed him that that $5,000 to $6,000 a year would not only allow him to use all the strictly woodworking papers in the two countries, but that he would be able to use sufficient space to dominate the field. He saw the logic of the argument and gave our representative an introduction to the advertising agency in terms which were equivalent to a contract. We got the business. This was a case where we had to sell the idea of business paper advertising rather than merely selling the paper, and as a result a number of other papers got the business as well as ourselves.

Many of the large accounts now handled by advertising agencies are the product of the trade paper solicitor, who sought them out and encouraged them in their growth until they were ready to hand over to the agency.

Purchasing Power Large

The business paper is an excellent advertising medium because of the relatively large purchasing power of the subscriber. This is particularly true of dealer publications. It will perhaps be granted that the purchasing possibilities of the dealer are at least one hundred times that of the ultimate consumer. Let us see how this figures out from the standpoint of cost. The last issue of "Printer's Ink" announces the advertising rates of a popular magazine as $850.00 a page. This magazine has a circulation of 200,000, so the rate is probably below the average for a similar

circulation. For $850.00 the advertiser reaches 200,000 units of buying power. The single insertion rate for a page in the average Canadian business paper with a circulation of, say, 4,000, is probably $60.00. If the business to be obtained from the dealer is one hundred times that of the consumer, the advertiser reaches 400,000 units of buying power for $60.00, against the magazine showing of 200,000 units for $850.00. To the ultimate consumer perhaps only one sale is made, while to the dealer sales are continuous.

It is not over fifty years since the specialized business paper was little known on the American continent, yet right here in Canada we are able to point to advertisers who have been continuous users of space in certain trade publications for over forty years. It may not be assuming too much to say that a wise advertising policy contributed to the success and permanent life of these manufacturers.

* * *

British Manufactures to be Exhibited in London

The British Industries Fair, organized by the Department of Overseas Trade and the Birmingham Municipality and Chamber of Commerce—will take place in the early months of 1922, opening in both London and Birmingham on February 27 and closing on March 10. The main purpose of the fair is to make home and overseas buyers and their representatives better aquainted with the producers and the manufacturers of the commodities they desire to buy; to stimulate international trade relations, and to promote British trade.

* * *

The International Wheel and Rim Co., of Canada, Ltd., has been incorporated under Dominion Charter with Joseph M. Crenan as president and general manager, with temporary headquarters in the Lumsden Building, Toronto. Arrangements have been made that insure production within sixty days of Culp-Crenan steel disc wheels and Culp demountable rims, which are held by the company for Canada and the other British nations, colonies and possessions.

* * *

D. F. Porter has recently located in Toronto, coming here from Scotland to take charge of the business of the Creamola Food Products Co. Ltd., of Glasgow.

* * *

La Cie. de Publicite Rural, Ltee., is a new Montreal advertising concern, with $100,000 capital.

* * *

Phelps Power & Light Ltd., Toronto, have removed from 67 Adelaide St., to the Rumley Building.

* * *

The Canadian National Jewellers' Association has started to organize for the next annual convention which will be held in Toronto on February 14th, 15th, and 16th.

The Story Goes Something Like This---

An Irishman who had heard a great deal about the comfort of feather beds decided that he would give them a trial. So he bought a feather and slept on it that night. Of course, his condemnation of feather beds was severe. Not for him—he had tried it and found it wholly lacking in comfort.

Some Advertisers Are Like the Irishman

They hear a lot about the value of advertising—how it increases sales, builds big institutions, makes million dollar corporations. They decide to try it. They put one ad in some paper, any old paper is too often chosen, and then sit back and wait for things to start. They are still waiting!

But---

The greatest advertising successes of the present day are those firms who first of all choose the proper mediums to make sure their message was read by the right men and then started in to keep that message continuously before their prospective buyers.

Let us tell you about the advertisers who have been using some of our papers for years and are still keeping it up.

Hugh C. MacLean Publications

Contract Record & Engineering Review - *Canada Lumberman*
Electrical News - *Canadian Woodworker* - *Footwear in Canada*
New York **TORONTO** **Montreal**

Western Canada Contractor & Builder - *Western Lumberman*
Western Canada Coal Review - *The Commercial*
Vancouver **WINNIPEG** **Chicago**

First in the Maritime Provinces

The Maritime Farmer

The only Agricultural paper published in the three Provinces by the sea.

Have you availed yourself of the *Maritime Farmer* Information Bureau?

We will be glad to supply you with all possible information covering the farm field in the territory we serve.

If you are interested in the AUTOMOBILE field we can give you full particulars as to automobile ownership in the Maritime Provinces. It is yours for the asking.

In keeping with the desire to assist our patrons to reduce overhead costs we have reduced our rate from 10c. per agate line to 9c.

Circulation 13,387

The

Maritime Farmer

Sussex N.B.

Andrew Maclean Now Manager of Hugh C. Maclean Papers

Andrew D. MacLean, son of Major Hugh C. MacLean, has been appointed manager of the Hugh C. MacLean Co. Ltd., of Winnipeg and Vancouver, publishers of *Western Lumberman*, *Western Canada Coal Review*, *Western Canada Contractor*, and *The Commercial*.

He was born in 1896. Educated at Upper Canada College, and at Appleby School, Oakville, he completed his studies in June 1916, and immediately offered his services to Canada for the Royal Canadian Naval Volunteer Reserve. His efforts in that direction meeting with discouragement he went to England in Oct., 1916, at his own expense. Immediately on arrival he applied to the Admiralty for a commission, was accepted and gazetted a Lieutenant on December 10th, 1916.

After the usual course at Greenwich and Southampton, he was sent to Eastern Mediteranean as second officer of M. L. 198. Subsequently he was on the Agean Sea—Mudros, Salonika, Malta, etc.—for sixteen months, and from there was transfered to the Adriatic attached to the Italian Navy. After some months service there, he applied for "General Service." His application was approved, and he was ordered to report to Whale Island for a course in advanced gunnery and torpedo work, an opportunity offered few, if any, Canadians. Upon the completion of this course, he was appointed to H. M. S. "Ioberts," a monitor, and a few months later was transfered to H. M. S. Cleopatra," a modern light-cruiser attached to the Grand Fleet. He was present at the surrender of the German Fleet, his ship, the "Cleopatra" leading the German light cruisers to their anchorage at Scapa Flow.

On returning from overseas he was with the editorial staff of the Toronto News for twelve months. Following this experience he spent another year going through all departments of the Maclean Publishing Company and also the Hugh C. MacLean Publications.

* * *

Storey Leaves Tooke Bros.

Wm. J. Storey has severed his connection as advertising manager of Tooke Bros. Ltd., and editor of "Tooke Talk", to become advertising manager of C. W. Lindsay Co. music supply house, Montreal. Previous to going with Tooke Bros. he was for some years advertising manager of Mappin & Webb (Canada) Limited.

Book Weeks Boosted Chiefly by Dealer Displays

The efforts made to hook up every bookstore in Canada with "Canadian Authors' Week", November 19 to 26, and with "Children's Book Week" preceding it, met with a gratifying amount of success. An amount of publicity never before attempted in the history of Canadian literature was carried out. Stories and photographs of prominent Canadian writers appeared in the daily and weekly newspapers, as well as publishers' co-operative advertising. Wholesome Canadian books provided the texts for innumerable pulpit homilies, and many Canadian authors delivered addresses throughout the country. The movies showed appropriate films and many conventions and book fairs were held. The opportunity presented by the campaign to enable book-lovers to hear various authors read selections from their own works was a particularly popular feature of the week's publicity.

The success of the effort was due largely to the work of the Canadian Authors' Week and Children's Book Week Committee, with Findlay L. Wea er as executive secretary. In order to encourage the dealers to "cash in" on the nation-wide movement, cash prizes and numerous sales helps were given. Fifty dollars for the best slogan, the best window display and the best advertisement was the prize awarded in each case and proved an added incentive to the dealers to get back of the movement. A striking 14 x 21 three-color poster was sent to every store which intimated that it would link up with the campaign. Six streamers 4 x 21 were also sent to stick on the window along with the poster. For "Children's Book Week," a Jessie Willcox Smith four-color window poster was used. With these aids many striking and original window displays were made.

In addition to the co-operative advertising, several of the Canadian publishers undertook the expense of sending well-known writers on lecture tours to the larger centres where Canadian Clubs, school teachers and pupils and numerous other sections of the book-reading public were addressed.

An independent but co-operative campaign was also put on by the Canadian Authors' Association consisting chiefly of public talks and addresses by its foremost members. Speaking at a luncheon in Montreal, Hugh S. Eayrs, president of the MacMillan Publishing Co. of Canada, emphasized the fine results achieved by the Canadian Authors' Association in furthering the efforts of the publishers and retailers to push sales. It had resulted, he said, in an increase from the normal, five years ago, of about 2,500 copies of a Canadian publication to anywhere from 5,000 to 10,000, with extra editions in a number of cases. In 1917 there were twenty-six new Canadian books; in 1918, forty-three; in 1919, about seventy; two hundred in 1920, while this year already four hundred had been published by Canadian publishers.

* * *

Billboards, car-cards and publication advertising are all being used by Red Cap Products Ltd., Montreal, manufacturers of flavoring extracts, put up in tubes. The newspaper advertising which commenced about the middle of November is being placed by National Publicity Ltd., Montreal.

Gummed Posters May Lower Cost of Outdoor Advertising

The successful issue of several years' experimenting in a gummed poster, announced at the recent Poster Advertising Association Convention in Detroit, may result in a lowering of the cost of out-door advertising. It is claimed for the new poster that it is test proof, that it will not stick in the shipping, that it can be put up with water, that it will stay put in the heaviest rain. Four ounces of a certain chemical is added to a bucket of water, and once the poster is up it remains in position for as long as six months, if desired. The brushes will last ten times as long as with paste. No film or paste will dim the colors of the posters, and while the initial cost of the sheets will be possibly twenty-five cents more each, renewals will be cut down to five or ten percent.

* * *

Farmers' Telegram Purchased

Announcement has been made that the *Free Press Prairie Farmer*, Winnipeg, Manitoba. has purchasaed the circulation of the *Farmers' Telegram* in the provinces of Manitoba, Saskatchewan and new Ontario. The acquisition of this paper brings the net paid circulation of the *Free Press Prairie Farmer* between the Great Lakes and the Rocky Mountains to well over 60,000.

* * *

Urges Laundry-Owners To Advertise

At the third annual convention of the Ontario Laundry-Owners' Association, the manager, W. E. Fitch dealt with the subject of co-operative advertising, instancing the success of such campaigns among laundry-owners in the United States. He recommended the use of daily newspaper space to "sell service" to the public.

* * *

Dr. Jenner's Absorbent Lozenges, one of Savoy & Moore's products, is being advertised in Canada just now. Copy is placed by the F. W. Sears agency, London, England.

* * *

John A. Cleary, formerly advertising manager of the Cadillac Motor Car Company, has succeeded C. Sterling Bailey as advertising manager of the Peerless Motor Car Co., Cleveland.

* * *

An entirely new line of copy for Luxura tea has been prepared by the Mitford Advertising Service Bureau, Toronto, who have issued instructions for space in newspapers and magazines.

* * *

Joseph Ruddy has resigned as vice-president of the Canada Starch Company and is organizing a company to be known as the Ruddy Manufacturing Co. Ltd., with headquarters at Brantford, Ont. The new company has purchased from Ham Bros. Limited, of Brantford, the unit of their plant, in which are manufactured kitchen cabinets, woven wire mattresses, and beekeepers' supplies. This business was established in 1892.

* * *

The London Concrete Machinery Co. of London, Ont., has purchased the business of the Ideal Concrete Machinery Co. of Windsor. The plant will be moved to London.

Maximum Circulation Value

The maximum value of Paid Circulation is often depreciated by 'deadwood'—the carrying of subscribers unpaid or overdue.

As shown by June 30th, 1921, A.B.C. Statement

The OTTAWA FARM JOURNAL

has only 350 subscribers unpaid or in arrears over six months at that date.

From the same source, we find that the other six farm papers published in Ontario had a total of 24,239 subscribers unpaid or in arrears over six months,—the figures ranging from 2799 to 6099 per paper. These figures appear in "Marketing" for Nov. 15th, 1921.

We invite advertisers to make close examination of this analysis of circulation.

It is interesting also to note on page 802 of the above issue of "Marketing" that the volume of advertising patronage accorded THE OTTAWA FARM JOURNAL for the three months ending September 1921 is second among all Canadian farm papers—gratifying evidence of its appreciation as an advertising medium.

By every test THE OTTAWA FARM JOURNAL is the one indispensable medium to cover the Great Central Dairy Belt of Canada.

Ask for copy of Booklet, just off the press, detailing circulation by Counties and giving much pertinent information.

Net Paid Circulation For Six Months Ended June 1921 - - **24,577**

The Ottawa Farm Journal

OTTAWA **(Member A.B.C.)** **ONTARIO**

BRANCHES—

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph

AND

Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

The Kingston WHIG

Continues to Grow

A.B.C. averages as follows:

Oct., 1920 - 6,309

Sept., 1921 - 6,440

Oct., 1921 - 6,516

Times are good in Kingston and Eastern Ontario. Place your advertising where money is plentiful. Advertise in the

Daily British Whig

Kirkwood's London Letter

Continued from page 840

forthwith proceeded to submit proposals and suggested advertisements which were declared by the one to whom they were submitted to be plagiarisms of the proposals of the agency first in the field. Rebuffed, the representative of the imitative agency went away, only to return with an offer to rebate 50% of the commission earned. Thereupon the original propagandist agency was offered the business, by preference, on the pirate agency's terms!

A good, creative service agency cannot make a profit on 5%; (10% is the common agency commission in this country), and also does not want to work on a rebate contract. Further, if it does, it transgresses in spirit and fact its agreement with the A.B.A.A. provided that it is a member of the A.B.A.A.

One would think that British honor would come to the rescue of those under temptation, to cause them to cling to that which is good and upright and clean; but opportunity makes thieves—in Britain and America and Japan and everywhere.

I cite this instance because it illustrates a kind of evil which the Northcliffe A.B.A.A. agreement is designed to eliminate.

London's Electric Signs

A contributor to a London Sunday newspaper has the following to say of London's electric signs:

> Now that darkness overtakes dinner again, and summer-time is about to flee before the encroaching stars, habitues of the West End are beginning to complain of a terrible affliction. It is an old one, which seems to grow in virulence with the Peace. It is London's St. Vitus's dance of jazz luminaries which shout soap, cigarettes, cough cures, baby foods, and unrighteous liquors from the house-tops. The cumulative effect is about as distressing as a vorticist versiibrist on a tub-top with a megaphone, accompanied by an unemployed riot. The Regent-street corner of Piccadilly-circus is enough to give anyone a bad attack of asterisks. An electric motor car keeps racing a violent red-and-yellow clock overhead. Whirring wheels kick up the dust; the ladies' hat-scarf flashes luridly in the wind. It is the "Ride of the Valkyries" translated into vacuum bulbs. Next to it an otherwise harmless baby food, suffering sadly from shell-shock, keeps twitching out in greens, purples, mauves, and blues. Above that a crimson bottle flashes streams of port into a yellow wine-glass. Such a lamentable waste of good medicine! Such an ordeal, too, for poor little Eros, who seems to want to flee with the rest of us into the unspoilt night of Piccadilly!
>
> Cambridge-circus is ablaze with flaming, windy braziers and a wind-fluttered flag, so that as you approach from Shaftesbury avenue you think there is a house on fire. And there is a galaxy of frenzied lettering which gives you the blinks. At the top of the Charing Cross road the night is rent by forked lightning. Leicester square has a green river of tears flowing about a safety-razor advertisement. In Trafalgar square, heaven be praised! we got our first real glimpse of the tame, old-fashioned, God-made stars, for there are only two signs, and the jumpy one is quite a languid affair. The Strand is virginal until we come to the Waterloo Bridge corner; beyond the bridge are the Bottle and the Bibulous Jock.
>
> In New York, now——. But I understand that dazzle signs are more necessary than ever, now that New York has gone dry. They are of such dazing and dementing magnitude that one can get the coveted list-to-starb'd feeling by merely watching them, and so cheaply, too! So perhaps they serve their purpose, after all. I know one devotee of the Cafe Royal who swears that he never feels in a really sane world again until he tacks safely into Piccadilly circus, sees the wheels going round, and the baby food flashing, and the port wine splashing, and the red and yellow clock, which is the only one you can rely on....
>
> Some, perhaps, would rather be left to dream of that other Georgian London haunted by watchmen with distaffs and lanthorns, or the Elizabethan one peopled by gallants with ruff, doublet, jerkin, and smoking torches. The soap, baby food, and whisky they prefer to encounter in newspapers, where the mere sight of it does not occasion a kind of visual delirium tremens.

London, it is seen, is not so staid and Georgian as many may think it to be.

Losing the Ship for a Ha'porth of Tar

Because the garters I use are marked "Relax, made in Canada," I read with attention the advertisement of Pontings, one of London's big stores, offering "Relax Garters, to clear, 1/-; regular price, 2/6d." I didn't like that "to clear," It seemed to be a slam.

Without knowing anything more than I find in the advertisement, I conclude that Relax Garters for Men have not "moved" very briskly with Pontings, and that, therefore, they are being eliminated from their stock. If this is a correct inference, then it suggests that the makers of, or British agents for, Relax Garters are losing an important distributor: and since it is so difficult and costly to get distribution, the loss of an important firm is something to weep over.

The point I want to make is: If Relax Garters were being properly advertised in this market, they would

not have to be "cleared;" and they would never prove unprofitable stock.

So many manufacturers and manufacturers' agents are content to get their proprietary lines "placed." When a retail distributor is secured, there is no sense of obligation to create a consumer suction that will draw the goods off the retailer's shelves, leaving behind a real profit. Slow-moving merchandise, no matter how intrinsically good, is a retailer's abomination. Sooner or later he gives them a swift kick, and says "Vale" with genuine ardor.

The poor maker, or maker's agent, takes from his pocket a useful handkerchief to catch the inevitable tears; and if his brain is functioning properly, perhaps the thought is developed that it would have been cheaper to advertise, to create and maintain a market, than to have saved the money and to have leaned on a middleman.

Advertising is an insurer of demand, and it costs the seller nothing, because the buyer pays its cost. This being so, it is positively pitiful to find makers of really good merchandise neglecting advertising in the stupid belief that they are saving money. Losing a good British retail distributor for Relax Garters because no consumer demand has been created for them is a rebuke to the spirit of parsimony or to the benighted intelligence of those responsible in this country for their sale.

President Suspenders

Akin to garters are suspenders. For many years I have used the President (U.S.A.) Brand. In a British shop I bought a British-made President Suspender, with a label-band which seemed a replica of the American President label; but no maker's name was given.

From the beginning I was in trouble. The button mechanism by which the web and cord are joined failed to maintain the desired union, and when I rose from a sitting posture I would find my trousers not safely suspended, but inclined to leave me altogether. Since the Law disapproves of trouserless men, I had to re-connect web and loop as best I could, by stealth. Before a week's use of the new suspenders the miserable button, meanly devised, detached itself, being rebellious against my contempt of it, and lost itself. So I went to the man who sold me the counterfeit "President," and he was quite decent over the matter, taking back the useless pair, and giving me a genuine American-made President, for which I paid 38c more—or $1.32

Mecca Of The Tourists

Quebec Reads the Ads—Then Buys

OVER 100,000 tourists actually registered at Quebec hotels this Summer. Thousands of others were accommodated in other ways. These buyers, taken at their most liberal spending mood, are included in Telegraph circulation.

Get Results via The **TELEGRAPH** QUEBEC P.Q.

The Paper Itself

Never in the history of the London Free Press has it been a better newspaper than it is today—a statement that can be applied to very few papers in this, a day of high costs of production.

In features, news service, editorials, the London Free Press is on the highest plane of a metropolitan newspaper.

That's why the London Free Press, a paper that has always enjoyed the position of home paper in its territory, is several circulation strides in advance of any other publication in the London and Western Ontario field.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	224 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

88,536 POPULATION

The 1921 Census gives Prince Edward Island a total population of 88,536, which means a population of 42.91 per square mile as, compared with 1.93 per sq. m. for the whole of Canada. This compact, well-to-do population is 100% English-speaking,—a market well worth winning—and easily won by using—

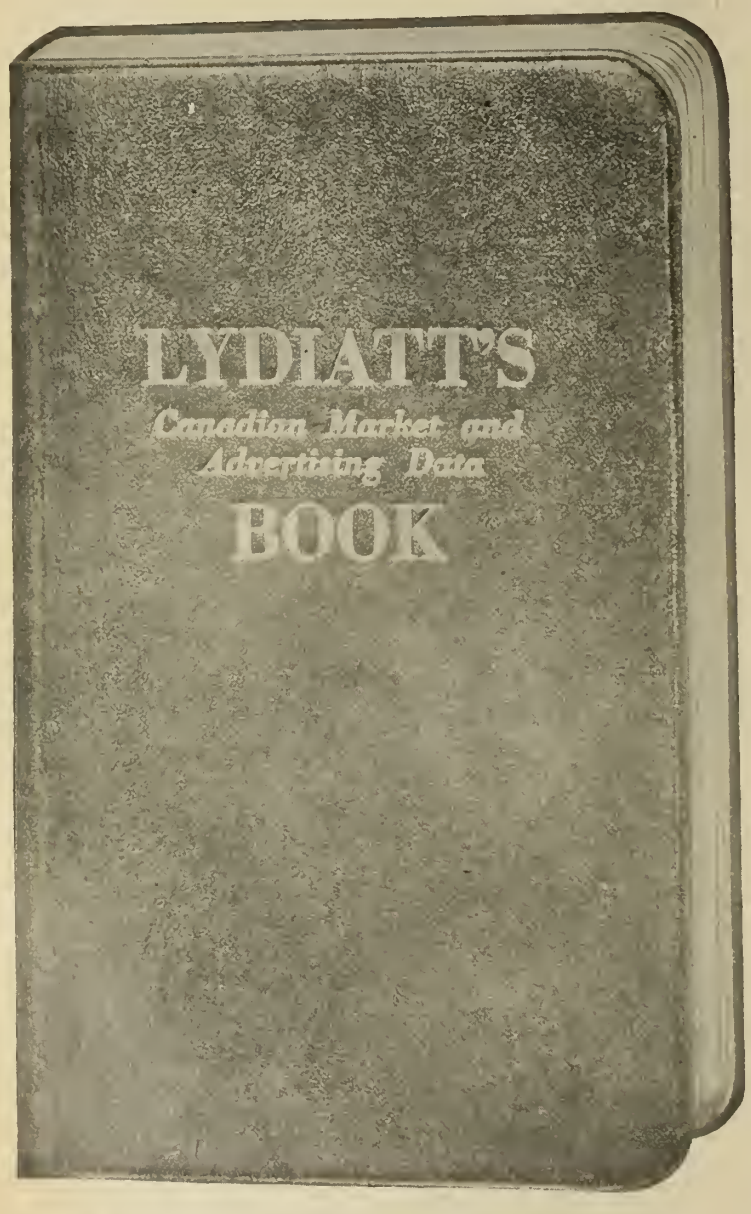
Guardian & Examiner P.E.I.

CHARLOTTETOWN

Consulted Almost Daily

"Won't you accept a word of appreciation of the excellent way in which data in your rate book is compiled. We find it a great convenience almost daily. It is a very compact compilation."

—H. S. Van Scoyoc, Canada Cement Co., Montreal.



The Ready Reference Desk Book Of Hundreds Of Advertisers

416 Pages. Pocket Size. Leather Bound. $5.00 a Copy.

Obtainable Only From The Publisher

W. A. LYDIATT, 53 Yonge Street, TORONTO

altogether. Time was when "Presidents" sold for 50c!

The marvel is why the British makers should continue to provide an article so deficient—one that leads to no repeat demand, and which throws back on them the rejects of buyers—consumers and distributors. Also, one wonders why distributors put into stock a line of merchandise which imperils customers' goodwill.

The mere branding of merchandise does not make it good: and the omission of the maker's name warrants suspicion.

London's Building Laws

Every now and then one sees letters and comment relating to sky-scrapers for London, now forbidden. There are advocates of them; and every advocate has his adversary. If sky-scrapers ever come, they will come only after a thorough airing of views. New ideas usually require time to bring forth their fruit.

A matter of more present and urgent interest is the interior arrangement of shops—particularly drapery shops. London's building laws forbid the making of any room or shop larger than 250,000 cubic feet.

One familiar with Canadian and American department stores finds corresponding British stores a series of cramped and darkened chambers.

Now there are efforts being made by the Drapers' Chamber of Trade of the United Kingdom in association with the Incorporated Association of Retail Distributors to have building laws revised, as they relate not only to the dimensions of interiors, but also to the height of shops above the street level.

* * *

A. L. Dawe goes to Canadian Export Paper Company

Arthur L. Dawe, for four years secretary of the Canadian Pulp & Paper Association, has left that organization to become assistant general manager of the Canadian Export Paper Co. Ltd., Montreal. Edward Beck has been appointed secretary and manager of the C.P. & P.A. in his stead.

Mr. Dawe came to Canada ten years ago to represent British paper interests. Later he joined the staff and eventually became president of the Federal Paper Company. From that position he was chosen to become secretary of the Pulp and Paper Associaation.

Mr. Beck, who has been active in the publishing business in Canada for many years, joined the association two years ago. One of the special assignments given to him was a trip to Norway and Sweeden and Finlanad where he studied the question of forestry with a view to strengthening the efforts on behalf of a sane forestry police in Canada. Another was in connection with the sittings of the Underwood Commission at Washington when there was an agitation to compel Canada to remove its embargo on the export of pulpwood cut on Crown lands.

A. J. Denne Sells Out Interest In Advertising Firm

After nine years connection with the advertising agency of Smith, Denne & Moore Limited, Toronto, and its predecessor, the J. Walter Thompson Company, A. J. Denne has disposed of his interest and has resigned as a director.

Neither Mr. Denne nor the company are prepared to discuss future plans at the moment.

After four years experience with A. McKim Ltd., Mr. Denne joined the Toronto office of the J. Walter Thompson Company, in 1912, and was made local manager the next year, on the retirement of John C. Kirkwood. In 1916, when Mr. Thompson sold his interest in the parent concern, Frank Smith purchased the Toronto business, and in company with H. A. Moore and Mr. Denne, carried on the Canadian agency.

Mr. Denne will remain with the firm temporarily, but expects to announce his future plans very shortly.

* * *

Strike Situation in Toronto

A Bulletin recently issued by the Toronto Typothetae indicates that the 48-hour shops are now pretty thoroughly manned. On May 31st, the day before the men went out, the situation stood as follows:

Compositors in 44-hour shops, 220 or 24.47%.

Compositors in 48-hour shops, 679 or 75.53%.

Compositors now at work in 48-hour shops in Toronto number 604.

* * *

The Federal Advertising Agency, London, has recently prepared a new campaign for E. W. Jeffress Ltd., Walkerville, advertising their Olive Butter.

* * *

The R. H. Sykes Muller Co. Ltd., advertising agents, is now handling the Canadian advertising of the Ruberoid Co. Ltd.

* * *

A. V. Baxter, managing director of the Erasmic Co. Ltd., Oxford Street, London, England, died on Sept. 6th after an operation performed in a hospital in South America, where he was travelling on a business trip.

Are You Getting Your Share of Business from The Province of QUEBEC?

The French-speaking population in Quebec Province represents over 25 per cent. of the population of the whole Dominion of Canada. The French-speaking dealer in Quebec is on friendly terms with his customers, and his recommendation means something.

Few advertising campaigns to the consumer in the Province of Quebec can be 100 per cent. efficient unless supported by the co-operation of the French-speaking dealer. We are familar with the business situation, and we feel that we can help any manufacturer to solve his distribution problem in the Province of Quebec, and any information that we have is yours if you want it. We invite correspondence.

Established for over 35 years

"Le Prix Courant"

198 Notre Dame Street, East MONTREAL

The Only Trade Paper Published In French Member A.B.C.

OLD QUEBEC

has maintained its reputation for thrift and stability by keeping right on producing — buying, selling and doing business as usual — while the rest of the country was disturbed by industrial and commercial troubles. It's the part of Canada that is giving advertisers the biggest returns for every dollar spent there — particularly for the dollars spent for space in

and

LE NOUVELLISTE

THREE RIVERS

A.B.C. Membership Accepted

General Advertising Office, 30 St. John Street, Montreal

LA CIE DE PUBLICITE RURALE LIMITEE

WHAT you think! . . . I am in such big rush to tole you all! . . . By gosh me . . . Jean Baptiste, I am beeg newspa*pair* owner now—I have everyting, . . . *Limitee* on my name—sbares, books and what's them tings? . . . Oh yes *dividendes*—I tole *mon notaire* I want dose right away, but he say *dividendes* don't rime with newspa*pair*—but me I have *confiance* — my pa*pair* she's appointed de official mouthpiece of the Farmer's Progressives *parti politique* of ole Quebec . . . What's the name of this *fameux* Farm Pa*pair*?—why she's

Le Bulletin des Agriculteurs

63 WILLIAM *French Canada's Only Farm Weekly* MONTREAL

What are you waiting for?

Are you waiting for better business conditions? You may have to wait some time.

Meanwhile, your expenses are going on. No one knows when normal times will return. Why wait?

You can make good times for your own individual business right now.

The actual buying in Canada this minute is enormous. Don't feel satisfied with getting merely your natural share of business. You can get more than your share, and make your conditions prosperous by using more and better Direct Mail Advertising ; catalogues, booklets, broad sides.

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6204

Helpful Service

IF you can be convinced that I can serve you in a way that will assist you in rendering more service, my usefulness will be increased, your usefulness will be increased and the greater number whom you serve will be benefited. Long years of preparation and experience permit me to offer helpful service in illustrating, copywriting and placing of advertising.

Frederick M. Hahn
General Advertising Service
79 Adelaide Street East, Toronto
Telephone MAIN 7559

Advertising
Balloons
As a Booster for Christmas Business
Manufacturers, Department Stores and others will find that Printed Balloons will produce wonderful results. Successfully used for almost every appeal to the household. Trade Marks special designs or any wording can be imprinted.
ROBERTSON & MURPHY Limited
St. Paul St. W., Montreal

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Secretary of Direct Mail Advertising Association

Two Ways of Correcting Your Mailing List

A friend of mine had been limping along, literally dragged down by a list that, in spite of his best efforts with "copy," stubbornly refused to yield more than three or four percent. results. After a thorough investigation, he learned to his amazement that the list was less than thirty percent. efficient. It was over two and a half years old and had not been checked once since that time.

After talking things over with some of his friends who had benefited by similar experiences, he first sent a list of his names in each town to the postmaster, with the request that the list be gone over and such names for which mail was undelivered, be removed. This was within his legal rights. It saved him thousands of useless letters throughout the country.

When it came to his most important list, he sent the names to the Cashier of the local bank in every town under 25,000 people. A very skillfully worded argument to the effect that the bank's clients could be bettered financially by securing his literature and co-operation accompanied the request.

In addition to this, a sentence or two, not only brought about a corrected list but caused the Cashier to add additional names, according to his best judgment. Today this list produces better than eight percent. regularly.

"First Plan Your Work Then Work Your Plan"

One great trouble with Direct Mail Advertising campaigns is that they often involve unnecessary expense and time. Executives are so eager for business that they often send out huge campaigns without the slightest idea as to the advisability, methods necessary, etc.

More and More, Direct Mail Advertisers are coming to learn the advisability of "try-out" campaigns. And more and more, those who make preliminary tests are doing better business every year.

A New Twist To An Old Trick

A Detroit Florist, recently sent a very beautifully lithographed letter to a select list of customers. Accompanying the letter was a reminder card, carrying the following message:

Name..... .....Phone..... .....
Address..... ....
Wife's birthday..... ....
Mother's birthday.... ....
Wedding anniversary.. ....
Other anniversaries.... ....

(Mail this card to us. We will file it and remind you a few days before above dates. This reminder places you under no obligation.)

This is one of the cleverest means of doing business that has come to our attention in a long time. The card has been returned to this company in droves, for the very excellent reason that it sounds a real note of unusual service of the type the average executive to whom it was sent, is glad to avail himself.

Again and again business thoughtfulness, simply expressed, is being used in Direct Mail Advertising. It develops business when a great many people are certain that the world has gone to the dogs.

An Unusually Effective Dealer's Help

Mr. A. Mitchell of Mitchell & Dillon Coal Co., Chicago, realized for some time there was a great need, among coal dealers, for a better understanding of the power of sales letters to produce business.

After going into the situation carefully, he created an attractive twenty-two page booklet called the "manual of Sales Letters for Coal Dealers." It contained a very interesting and profitable discussion on the advisability of using sales letters; four letters that had been successfully used; a digest of facts on various kinds of coal, together with a chart on which the dealer could list the results of his letter campaigns. The booklet was made in pocket size and distributed to a select list. It made many friends and developed more good will than anything similar ever did in the industry.

Like a great many other things, here was something waiting to be done. It rewarded the doer in an unusual measure. The business world is just waking up to the fact that in its everyday letters lie a gold mine, whose rich ore is just waiting to be mined. Wise, indeed, is the one who helps his customers see the way!

Good-Bye Postage Stamp

For years Direct Mail Advertisers have been hoping for some device to eliminate the necessity of stamping each letter. This wish has come true.

There has recently been invented an electrically driven machine, authorized by the Government, for metering and printing first class postage in offices. This machine can seal, count, stamp, post-mark, insert and stamp envelopes at the rate of two hundred and fifty a minute.

The meter is a small detachable, recording mechanism, about the size of a lunch box. Whenever new stamps are needed, the office boy simply takes the machine to the Post Office. A postal official unlocks the meter, resets the mechanism for as many stamps as are paid for, then locks the meter and seals it.

Some of America's largest stores and offices, including Wanamakers', the telephone companies, the National City Bank and the New York Times have been using it for the last few months.

About British Advertising

ADVICE on advertising in the Canadian market formed the subject of one of the last reports drawn up by E. J. Edwards, Senior British Trade Commissioner, before he returned to England at the beginning of this month. Himself an aggressive and successful sales manager in important Scotch and English houses, and acquainted personally with markets in the Dominions of Australia and New Zealand, his suggestions are worthy of serious study, and seem essentially sound and practical.

"The two main points in regard to advertising which I wish to drive home to United Kingdom Manufacturers who have already a market in Canada, or are seeking to make one," says Mr. Edwards, "is that they should do more advertising, and suitable advertising.

"Though there is a growing tendency among them to admit that a certain amount of advertising is necessary, comparatively few go about it in the right way. In some cases they stipulate that their Canadian agents must do the advertising out of their commission, while in others agents are informed that an extra percentage will be allowed them to expend on advertising after their sales have reached a certain figure.

"There is overwhelming proof that both these methods are wrong, and that the manufacturer himself must do the advertising.

"There are few United Kingdom manufacturers who would adopt either of the above methods with their home travellers or representatives. The arguments which negative such procedure in the one case are equally applicable to Canada.

"While I have said the advertising must be done by the British manufacturer, it is comparatively useless for him to do it without the assistance of someone who can give disinterested and expert advice on the matter and lay-out of the copy, and of the media to be employed.

"It is a great mistake to imagine that advertising copy which proved its pulling power in England will have some success in Canada. While many manufacturers have successfully used the same scheme in Canada as in England, and even in some cases the same cuts, the copy has usually been altered and adapted to suit the market.

"Unless the manufacturer has on his advertising staff someone with an intimate personal knowledge of Canada, or is satisfied his advertising agent is so equipped, it is probably desirable for him to entrust his advertising to one of the Canadian advertising agencies of repute," declares Mr. Edwards.

"They are not only able to frame up a good advertisement, but it is their business to know which papers will produce the best results for the particular article advertised. Instances are frequently coming to the notice of my colleagues and myself of really good United Kingdom advertising appearing in totally unsuitable papers. An advertisement in the evening dailies in a big city might bring excellent results, while the same ad in the weekly edition of a paper was wasted money, despite the weekly having the larger circulation. The explanation is that the daily circulates in the cities, while the weekly reaches only the more rural districts. I mention this as an example to show that

YOUR TRAVELLING SALESMEN

Call on the retail trade. Your sales are in proportion to their industry, their knowledge of the goods they are selling and their enthusiasm in representing you.

THE RETAIL DEALER who stocks your goods

Represents you to the consumer. Your real distribution (the consumption of your product) is in proportion to their knowledge of your goods, their confidence and enthusiasm in selling them.

NOW, face the facts squarely. Are you doing all you can to—

1. Educate the retailer re the merit of your goods.
2. Show him how to sell them best.
3. Enthuse him, to win his commendation of them.

Advertise in

The Retail Grocer and Provisioner
The Retail Druggist
The Canadian Furniture World
The Electrical Dealer and Contractor

The COMMERCIAL PRESS, Limited
51 Wellington W., TORONTO

Through Our

FOUR COMPLETELY EQUIPPED **PLANTS**

Montreal 54 Juror St.
Toronto 185 W. Richmond St.
London 209-211 King St.
Windsor 46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

mere circulation figures should not be considered without knowledge of the class of public reached.

Mr. Edward notes with satisfaction that some British manufacturers are following up their newspaper advertising by posters, and have also arranged special window displays and store advertising. Posters successful in the United Kingdom, however, he thinks, would in most cases prove totally unsuitable for Canada, for not only is it doubtful whether the matter would appeal, but it must be remembered that a majority of hoardings in the cities are of uniform size, and so arranged that they take mammoth posters each having a solus position. Most of them are brilliantly lighted until after midnight.

The ex-senior trade commissioner does not deal with trade advertising and publicity schemes, such as samples, counter and window displays, etc., remarking that the subject is too wide to be handled in a report. But it is a matter to which both he and his colleagues have devoted much time and attention. The London Department of Overseas Trade has been supplied with information that is available to parties concerned, and he adds that British trade commissioners in Canada can give unbiassed advice on the subject.

He sympathises strongly with the "made in Canada" movement, but tells of many lines which Canadian agents should handle to the exclusion of foreign goods now being imported into Canada.

One way in which much business gets to the United States has been remarked with interest by Mr. Edwards, who observed that many American publications have a chain of correspondents in Canada who write or wire news and useful information. British trade publications he considers should do the same, by having Canadian reporters on dailies here write regular news to them. As an example he quotes the case of a Montreal reporter who mails information on style changes, failures and business conditions, and other trade news to an American shoe trade journal. Though he recognizes difficulties due to distance, he considers British trade journals should devote similar space to Canadian news.

* * *

Bulletins have recently been sent out advising publishers of a change in the contract form used by A. McKim Ltd., and warning them that care should be exercised in connection with the rate of commission specified.

* * *

The Dupiex Manufacturing Co., Windsor, Ont., is placing some advertising direct for a Vacuum Washer.

* * *

A new company to be known as Colman-Keen (Canada) Limited has been established at 520 King Street W. Toronto, to handle the Colman-Keen and Keen Robinson business, formerly in the hands of Magor Son & Co. Ltd. The new company and also The Nugget Polish Co. Ltd., will make use of the selling organization of Reckitt's (Over Sea). A campaign for Colman-Keen is now being made up by A. McKim Ltd.

* * *

Advertising for John McNee & Sons, manufacturers of Jap cigars, is being sent out by the London office of the Federal Advertising Agency, Limited. This firm is an entirely new advertiser in the newspaper field.

Wm. Davis Co. Stores Change Hands

The chain of 66 retail meat and provision stores in 12 Canadian cities, operated by the William Davies Company, have been purchased by A. Martin Ltd., who took possession on November 22nd. J. A. Nelson, president of A. Martin Ltd., has been superintendent of Davies retail stores for many years. D. Hardin, the vice-president, has been with the Davies Company for 18 years.

There are 36 stores in Toronto, 19 in Montreal, and the balance in London, Kingston, Woodstock, Brantford, St. Catharines, Oshawa, Brockville.

* * *

Toronto Advertising Club Broadens its Scope

At the annual meeting of the Toronto Ad Club held on November 23, it was decided to amend the constitution and admit all persons interested in advertising to membership. Previously only buyers of advertising were eligible, and the widening of the door probably heralds a period of renewed activity and greater usefulness for the Club.

Officers were elected as follows:

President, W. T. Gregory; Vice-president, F. W. Hunt; Secretary, E. G. Taylor; Chairman of Standing Committees: Better Business, W. M. McKay; Educational, Adam F. Smith; Entertainment, F. A. Trastrail; House, A. G. Duggan; Membership, H. Cantlon; Publicity, L. J. Cunniff.

* * *

A new company has been formed by Edmond Etienne Montet, Montreal publicity man, under the name of the General News and Advertising Agency, Reg. He has moved his offices from La Presse Building on St. James street to 60 Beaver Hall Hill.

* * *

A new campaign for Colgate's Dental Cream, featuring the slogan—"Wash—Don't Scour Teeth",—has recently been sent out by A. McKim Ltd.

* * *

Desbarats Advertising Agency Ltd., have secured the account of the Princess Phonograph Company, Sault Ste. Marie, Ont.

* * *

The Federal Advertising Agency Ltd., has recently sent out Christmas advertising for the Waterloo Manufacturing Co., Ltd.

* * *

Direct advertising methods as applied to selling paper formed the subject of an address by E. D. Ring, of the Ring Advertising Co. at the Paper Club of Montreal at its opening luncheon recently. Forty members of the club were present at the meeting at the Queen's Hotel.

What Do You Know About South Waterloo?

In limited space it is quite impossible to tell about the features and advantages national advertisers and others may obtain by the distribution of their products here, but your nearest agency or our representatives can give you an idea of the value of this territory. Or if you wish you may write direct to us and we will send you a booklet containing a description of the field and many facts of importance to advertisers.

Galt Daily Reporter

GALT (Member A.B.C.) ONTARIO

The only daily published in South Waterloo.

Special Representatives—

GEO. B. DAVID INC., 171 Madison Ave, New York City

H. E. SMALLPIECE 32 Church St., Toronto, Ont.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

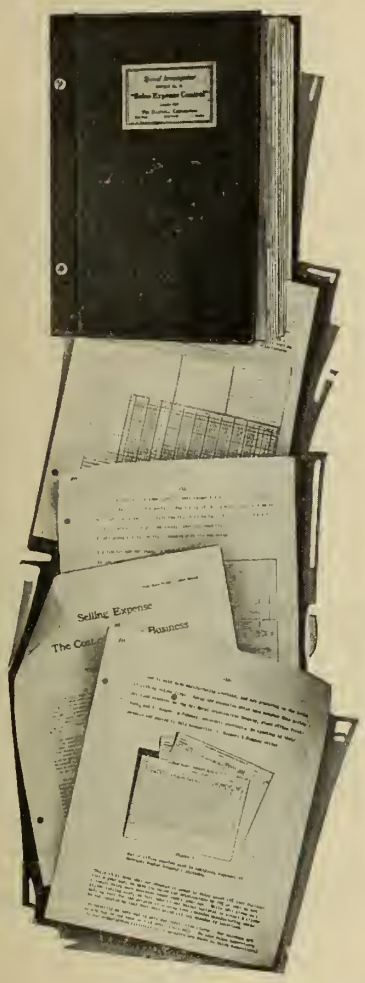
THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING



Sales Expense Control

The recent Convention of the Association of Canadian Advertisers devoted half a day to discussing this perplexing present-day problem. In the cost-cutting that has been going on, it is largely with salesmen's expenses that the sales department is expected to do its share—and with many concerns it is no small item.

One of the largest concerns on the continent recently called a conference of executives to decide how $300,000 could be cut from this year's sales budget. In addition to the results of this conference, a great mass of information regarding the methods of other concerns in curtailing sales expense without curtailing sales, has been prepared in the form of a report which covers, among other things:

How to Lay Out a Practical Sales Budget.
29 Ways to Cut Expense .
Plan for Checking Up Expense Accounts.
Complete Plan for Handling Salesmen's Expenses.
More Sales With Fewer Samples.
Specimens of Successful Sales Expense Forms.
How to Stage a "Work More, Sell More, Spend Less" Campaign.
Selling Salesmen the Thrift Idea.
Cutting Salaries Scientifically.

The report also includes a number of reproductions of letters and bulletins sent out by various concerns in many lines of business to impress upon their salesmen the urgency of getting expenses back to a 1914 basis.

This report has been used to splendid advantage by scores of firms. One purchased fifty copies so as to put it in the hands of every branch manager. Another writes that it will enable them to save at least $5,000 this year.

In loose leaf style with binder,

Price $2.50

on approval

Forced Draft Sales Methods

If it will interest you to learn how the Monroe Calculating Machine Co., Evinrude Motor Company, Kalamazoo Loose Leaf Binder Co., Otis Elevator Co., Yawman & Erbe and many other firms in representative lines of business have been able to keep the sales curve from dropping by special sales effort—

If you are wondering what more you can do to overcome the stiffened sales resistance—and are willing to draw on the experience of other successful firms in dealing with similar conditions—

Get this report—especially prepared in an endeavor to aid sales managers in the battle that is now on. Full working data on a number of noteworthy sales plans will be found in this report. Among the subjects covered are:

How Baker-Vawter Put Sales Pressure Where Needed.
Giving the Low Man an Added Incentive.
Making Every Salesman a Manager.
A Plan for Getting Salesmen to Open New Accounts.
Bringing More Buyers Into the Dealer's Store.
More Calls Per Salesman, How to Get
Eight Plans for Getting More Business.
Suggestive Letters to Salesmen, etc.

So certain are we that you will find the information in this report worth far more than its cost that we gladly send it on approval to responsible firms, to be returned if unsuited to your needs.

In loose leaf style, with binder,

Price $3.00, on approval

"MARKETING" 53 Yonge St. Toronto

You Should Have A Set of these Maps

Showing the Distribution of Canada's Population

DESK-SIZE MAPS of each Province of Canada, showing counties, cities, towns and villages, railroad lines—in fact everything that a good map shows, plus the "distribution of population" feature. This makes them ideal maps for the use of sales and advertising managers. You may discover new fields for sales and advertising effort when you get this graphic picture of where the people are. The relative importance of different communities from a trading or advertising standpoint is seen at a glance.

THE population of the entire Dominion is embraced in a set of four maps which we are able to let you have at less than cost of production. Postpaid to any address on receipt of $1.00.

Marketing and Business Management

53 YONGE STREET, TORONTO, CANADA.

"Eternal Youth" is Viewpoint of Every Business

(The reference in the first paragraph of this letter is to a quotation in the publisher's column on the Contents Page of our November 1st issue.—*Editor.*)

The Editor, *Marketing*:

May I point out to the Editor of the world's largest daily newspaper that the publishing business is not the only game of "eternal youth." What successful business can have any other point of view?

A good wholesale house has the common experience of saying Goodbye yearly to customers who have been on the books for from twenty to fifty years, and their outlet in that town is with a new concern.

We retain our youth in business by realizing that new men, mostly young, are going into business every day in the year throughout our general territory and that our service and our merchandise and our general methods of doing business must have an appeal which will attract these new merchants. It would be fatal to our interests if we allowed the atmosphere to be created that we were an old and conservative house and satisfied to do business in the same old way year after year.

Truly the Wholesale Dry Goods Business is a game of "eternal youth." It must reflect the growing world of business and not the comfortable world that has made its pile and is willing as a favor to continue in business for another year or two.

This gospel of "eternal youth" preached by the editor of the world's largest daily newspaper is the one gospel on which successful business can rear its foundation and continue in business decade after decade and generation after generation.

A modern business house welcomes the trade with a personal warmth that makes them realize that they are welcome and influences them to come back.

A modern business house has an Advertising Department where the latest helps for a merchant are at his disposal, suggestions as to how to arrange his stocks, how to advertise, how to hold sales; in a word, how to make the greatest possible success out of his business.

The buyers in such a house are frequently in the market, and they keep their departments well stocked with all staple merchandise constantly in demand, as well as with the novelties which the growing world always wants.

Its Credit Department is there for the purpose of helping the trade with advice, tiding them over periods of business depression and doing all it can to help them to take proper care of their business.

A modern business house has a Sales Department always on the alert to improve its selling facilities, and eager to help merchants get clerks and bookkeepers, as well as assist them in a hundred and one ways entirely foreign to the business itself.

There is a Mail Order Department to handle mail orders promptly and satisfactorily and to keep the trade in touch with bargains in the house and new goods. The progressive house has a management with a vision, a vision that is "eternal youth," which consults its junior executives about every phase of their business to see that as nearly 100% as possible is being developed therein.

Truly the wholesale business is a game of "eternal youth," and where it is not, it is ready to make its business will.

Very truly yours,
J. W. Hamilton.

THE FREE PRESS PRAIRIE FARMER

has acquired the circulation of the *Farmer's Telegram* (with which was incorporated the *Weekly Tribune*) in the provinces of Manitoba, Saskatchewan, and Ontario, west of the Great Lakes.

The Net Paid Circulation

of the paper is now in excess of

60,000

This very large circulation has been built up by approved and conservative measures, calculated to secure desirable and permanent readers of the paper. Consequently it is a circulation which is

ONE HUNDRED PER CENT.
EFFICIENT
in the service of the advertiser.

For the present, at least, there will be no increase in its advertising rates and contracts will be accepted at the existing rate of

15c. *per agate line* flat

For further information get in touch with any recognized advertising agency or either of our Eastern Representatives,

EDGAR J. GUY, 302 Royal Bank Bldg., Toronto
E. L. McARTHUR, 224 St. James St., Montreal

or write direct to The Free Press Prairie Farmer, Winnipeg.

---But None in Nova Scotia!

"Business failures totalled 66 in Canada last week . . . there were none in Nova Scotia."

—Press despatch

That's the kind of market to make money in—this is the Province where you can sell your wares.

That is if you use the mediums that reach most Nova Scotians—mediums which had by A.B.C. figures more than 50% more net paid circulation at the last audit than the next nearest group, mediums which have shown a big month by month gain in this margin ever since.

In other words, if you want to swamp the City of Halifax and blanket Nova Scotia, use the great combination offered by

The Halifax Herald
The Evening Mail
The Sunday Leader

Halifax, Canada

J. B. Rathbone
Central Representative
95 King St., East, Toronto
317 Transportation Building, Montreal

Volume XV.
Number 24

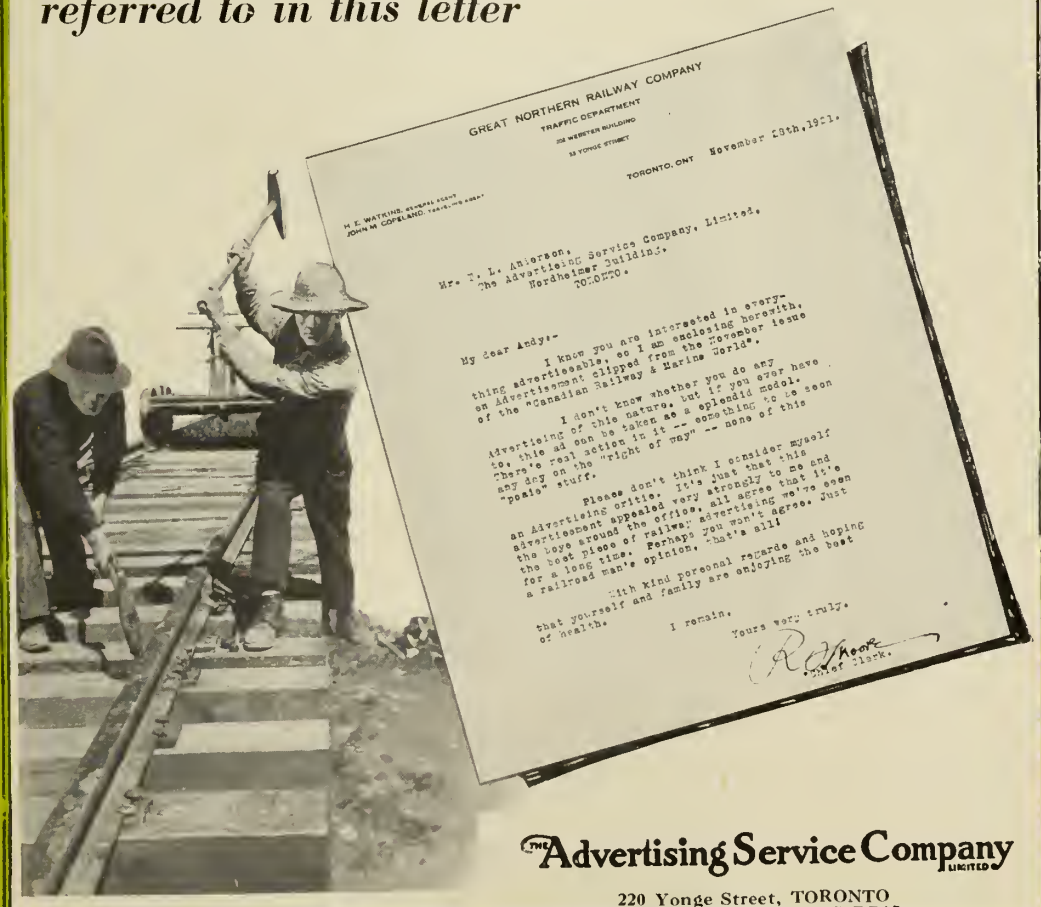
TORONTO DECEMBER 15th. 1921

20 Cents a Copy
$2.50 a Year

Marketing
and Business Management

Edited by
W.A.Lydiatt

We Designed the Advertisment
referred to in this letter


GREAT NORTHERN RAILWAY COMPANY
TRAFFIC DEPARTMENT
TORONTO, ONT. November 15th, 1921.
Mr. H. L. Anderson,
The Advertising Service Company, Limited.
Northeimer Building,
TORONTO.
My dear Andy:-
I know you are interested in every-
thing advertisable, so I am enclosing herewith,
an Advertisement clipped from the November issue
of the "Canadian Railway & Marine World".
I don't know whether you do any
Advertising of this nature, but if you ever have
to, this ad can be taken as a splendid model.
There's real action in it -- something to be seen
any day on the "right of way" -- none of this
"posie" stuff.
Please don't think I consider myself
an Advertising critic. It's just that this
advertisement appealed very strongly to me and
the boys around the office, all agree that it's
the best piece of railway advertising we've seen
for a long time. Perhaps you won't agree. Just
a railroad man's opinion, that's all!
With kind personal regards and hoping
that yourself and family are enjoying the best
of health.
I remain,
Yours very truly,
Chief Clerk.

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO
Drummond Building, MONTREAL.

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY W. A. LYDIATT

Influence the Customers who influence the Dealer

MOST advertising men have taken part some time or other in the perennial argument concerning "consumer acceptance" versus "consumer demand."

It is argued that the majority of consumers will not *demand* goods by brand names, but that they will *accept* brands which they have seen advertised when suggested by the dealer.

This is largely true. Probably the majority of consumers do not demand goods by brand names; but every dealer has an influential group of "particular" shoppers who do ask for, and insist on getting, advertised brands.

These few alert-minded shoppers have more effect on what the dealer stocks than all the rest of his customers combined. Of all *dealer influences* the greatest is that of the shopper who knows what's what. The dealer stocks what his best customers want.

Magazines reach these little groups of alert shoppers in all the chief trading centres of Canada. Magazines influence the customers who influence the dealers. They do this because quality appeals to the "particular" shopper more than anything else, and in the magazines your quality appeal is in good company, with other quality products, circulated in media which themselves present a *quality* appearance.

The media having national influence in the chief trading centres of Canada are the magazines listed here.

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

Woman's Century
TORONTO

World Wide
MONTREAL

BUILD *National* PRESTIGE WITH MAGAZINES

All these Magazines are members of the Canadian National Newspapers and Periodicals Association, 70 Lombard Street, Toronto. All A.B.C. Members. Data gladly furnished.

How Will National Unity Pay Our Bills?

By AGNES C. LAUT

CANADA found her national soul in the War, though she is yet hardly conscious of it. It was after the Civil War that the United States took its great jump forward as a world power. To American shores came from forty to fifty million people. Settlers poured across the Mississippi, founding a great trans-Mississippi and inter-Montane empire.

* * *

And Canada is at the very same place to-day; and if the birth pangs be severe and the morning of better times seems ages in dawning, we have but to remember the United States passed the same place we are passing to-day. We should keep engraved on our hearts and our foreheads and the palms of our hands Laurier's prophetic phrase — "The Twentieth Century is Canada's"—and we should live up to it.

* * *

We're rich as a nation. We're strong and virile and clean. We're older than the United States, and we have the population of only one State, or one American city. I don't wonder you ask us why; and I think your answer is right—We have lacked national unity and we haven't dedicated ourselves to the job of creating a great nation.

* * *

In the past we have never played the game as a nation. We have lacked national unity in our aims and acts; but what I want the country to get is encouragement. Just please tell me this and we'll jump at it. Tell all Canada; and Canada will jump at it. Talk of progress —it will be an aeroplane compared to an ox cart. How will national consciousness, national status, national unity, Canadian patriotism to Canada as a whole, not East for East, and West for West, how will unity of aim, action and destiny pay our bills?
In other words—How will national vision materialize into verity?
How can ideals be made into reals?
How can we build our ideals into reality?

Read this strong, timely article *in* **December First** issue *of* **MacLean's Magazine**

The definite purpose and policy of MACLEAN'S MAGAZINE is to provide to its readers a broad idea of what Canada as a whole is doing; to bring the various sections and varied interests of this broad Dominion together into mutual understanding and sympathy; to establish and maintain a national spirit, a national consciousness, and a national unity.

In this it is performing a service which is absolutely essential to Canada's national development; and Canadians everywhere endorse it a credit to its title, "Canada's National Magazine."

For covering Canada, MACLEAN'S MAGAZINE offers the advertiser circulation, plus prestige, plus buying power. It provides effective, profitable advertising at economical cost. It is the first publication to use, and the broad base upon which to build a successful campaign in this country.

First and Fifteenth of Every Month

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE

Most Talked Of Publication In Canada

Write for A.B.C. data Rates and Sample Copies

The MacLean Publishing Company, Limited, 143 University Avenue, Toronto, Ont.

"Marketing's" Opinion Confirmed

Canada's Best Judges Concur

Marketing (Dec. 1 issue) said editorially, in part: "There has grown up in Canada a group of trade and technical papers which in relation to their field, possess a national prestige and popularity second to no other group in any country. Moreover, their editorial and business standards are not surpassed anywhere." . . .

The final decision as to the value of a trade newspaper to the retailer must rest with the retailers themselves. Read what the following firms, (a few of hundreds we have on file) say regarding Hardware and Metal, the paper that has reached its present unique standing as a result of 33 years of honest effort to give the best possible service:—

A. PRUD'HOMME & FILS, LIMITED, MONTREAL.
"We state without hesitation that HARDWARE AND METAL is the best source of information published in Canada. We find it so interesting that we never pass one number without reading it all."

J. B. SMITH, RICHMOND, QUE.
"After 26 years in the hardware trade and a subscriber to HARDWARE AND METAL for at least 20 years of that time, I find it would be practically impossible for me to do without it. It is to-day really an asset to a man's business. It is only through a paper such as HARDWARE AND METAL that a merchant can keep posted on the tendency of prices. I also find it a great aid in reading over the different advertisements to ascertain new lines of goods coming out from time to time so that one can add to his business and thereby increase sales and profits and at the same time keep abreast of the times. There is a store of information in every issue of HARDWARE AND METAL for every hardware merchant."

F. Y. W. BRAITHWAITE, BLIND RIVER, ONT.
"I have been a subscriber to HARDWARE AND METAL for almost 25 years and have always looked upon your paper as a necessity to my business, but during the last two years the paper has been invaluable, as I consider your weekly market reports have been worth hundreds of dollars to me in helping me to keep posted on market conditions."

J. H. ASHDOWN HARDWARE CO., LIMITED, RETAIL DEPT., CALGARY, ALTA.
"HARDWARE AND METAL is in our opinion as live a publication as is published for the trade. It is most valuable to every hardwareman and should be read consistently each week. The market reports alone will be found worth many times the price of the publication and the articles of information in general regarding merchandising are splendid as a rule. The past 12 months have shown improvement in HARDWARE AND METAL in various features, but more especially in the educational features used."

O. B. HENRY & CO., ARTHUR, ONT.
"We find HARDWARE AND METAL a great benefit to our business as it gives us an idea as to the trend of markets every week. The advertisements are good, also the new goods as advertised, the Spring and Fall Numbers are fine and we pick up many ideas for store management, window trims, etc., from your paper. We look for HARDWARE AND METAL each Saturday."

GEO. TAYLOR HARDWARE CO., LIMITED, COCHRANE, ONT.
"We look forward to receiving HARDWARE AND METAL and to show our appreciation of the class of paper which you are publishing we would ask you to please enter our subscription for two extra copies weekly. We find HARDWARE AND METAL to be of great service to us, not only in advising us of the many changes of prices, but very educational so far as a great many articles which appear from time to time."

WELLS HARDWARE COMPANY, LIMITED, FORT FRANCES, ONT.
"We find HARDWARE AND METAL a considerable help in our business. It is very useful to us in many ways in its reports, editorials, advertisements and price quotations."

COCHRANE HARDWARE CO., LIMITED, COPPER CLIFF, ONT.
"We find HARDWARE AND METAL very helpful for price comparisons, source of information and have enjoyed the letters and articles on store management, salesmanship, letters of credit, etc., which appear periodically in its pages. We can readily believe that a great deal of expense and trouble must be entailed in the publication of such a successful trade paper and we most heartily desire to show our appreciation of our good fortune in having such a hardware paper at our disposal."

WHYTE & ORR, LIMITED, DAYSLAND, ALTA.
"We look forward each week to the receipt of the coming number. We have found a great many useful articles in HARDWARE AND METAL during the past year and congratulate you on the high standard that you have kept each number up to. Situated as we are from the primary market, we find the weekly review of market conditions of very great value to us in making our buying opportune. We certainly do not want to miss a copy as long as the present standard is maintained."

HENRI NOBERT, THREE RIVERS, QUE.
"I am exceedingly well satisfied with HARDWARE AND METAL. On many occasions I have found in it names and addresses of firms with whom I have afterwards dealt and done much profitable business."

I. W. BENNET & SONS, GANANOQUE, ONT.
"We would be lost entirely without HARDWARE AND METAL. It has been of untold value to us in these abnormal times and in our mind is as big an asset to the hardwareman as the daily paper is to the general public."

Member A.B.C. **HARDWARE & METAL** *Member A.B.P.*

Canada's National Hardware Weekly since 1888

143-153 University Avenue, Toronto, Canada

Published every Saturday since 1888. The only weekly hardware paper in Canada, and the only hardware paper in Canada that gives you a circulation statement audited by the Audit Bureau of Circulations.

Montreal Branch, Southam Bldg. Winnipeg Branch, Confederation Life Bldg.

THE Proprietors and Staff of *Le Soleil* extend to their patrons in the national field of advertising best wishes for a Merry Christmas and a prosperous 1922

HENRI GAGNON
Managing Director

Quebec, Dec. 15th

Le Soleil

Established 1896

MEMBER OF A.B.C.

**"God bless you, merry gentlemen!
May nothing you dismay!"**
—Christmas Carol

TO OUR FRIENDS of the business world---Greeting--- and good wishes for a right **Merrie Christmas.** *We wish you also a happy and prosperous New Year in which all our business relationships may continue to be of the pleasantest.*

The Citizen

OTTAWA'S FOREMOST NEWSPAPER

Daily Average
29,460
Members A.B.C.

OTTAWA
Canada

WHAT we are going to do in Nineteen Twenty-Two? is a question which most of our readers have doubtless asked themselves during the past few weeks. So far as MARKETING is concerned we are continually planning months ahead; but obviously it would detract from the timeliness of the magazine if our entire editorial programme were mapped out too far in advance. Readers may be interested, however, in learning of some of the things that will appear next year between these covers.

* * *

Among the new material which has already been arranged for we may mention a series of articles by George French, one of the best known writers on advertising on this continent, and author of several books, the most popular of which are "Advertising," "Art and Science of Advertising," and "How to Advertise."

* * *

Mr. French's articles for this paper will treat of a broader field than the above titles would indicate. His theme embraces the entire marketing process and emphasizes the present day need of considering every function of business—including even the mechanical problems involved in production—from the standpoint of the ultimate market for the goods produced.

* * *

Other articles to appear in MARKETING, commencing early in the year, will deal with tested office plans, methods and systems that have enabled costs to be cut and greater efficiency to be secured in the offices of scores of successful firms.

* * *

Louis Balsam, whose articles on "Better Business Letters" have created international interest, and have been more frequently quoted and "digested" than any other articles appearing in business papers during the past year, is now preparing the closing articles of this series which will deal with the "Organization of a Correspondence Department."

* * *

In addition, the series now running by Herbert N. Casson will be completed, and the articles on "What We Are Doing To Increase Sales" will be continued.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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Famous advertised characters celebrate.

SANTA THE SUPREME SALESMAN 874
Too many fail to back up his efforts.

PUTTING PERSONALITY IN SALES LETTERS *Frank G. Adams* 876

WHAT WE ARE DOING TO INCREASE SALES . *C. M. Salter* 878
Northern Aluminum Co. pushes special bargain offer.

INTRODUCING BETTER LETTERS IDEA IN YOUR OFFICE . . . . . *Louis Balsam* 882
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THE WEAKNESS OF THE "WEEK" APPEAL 891

EDITORIAL COMMENT 892

MARKETING MISCELLANY 893

HOW I KEEP TAB ON MY TERRITORY 894

NEW BOOKS FOR BUSINESS MEN 904

"BUSINESS MANAGEMENT" DEPARTMENT 906

Published on the First and Fifteenth of Each Month at
53 YONGE STREET, TORONTO, CANADA.

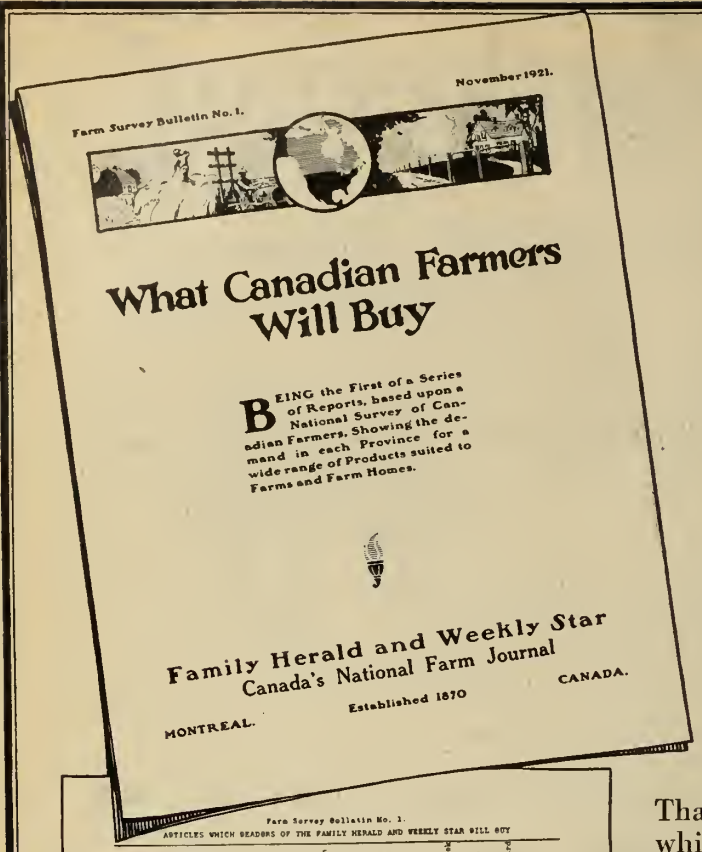
Entered in the Post Office at Toronto as second class matter.

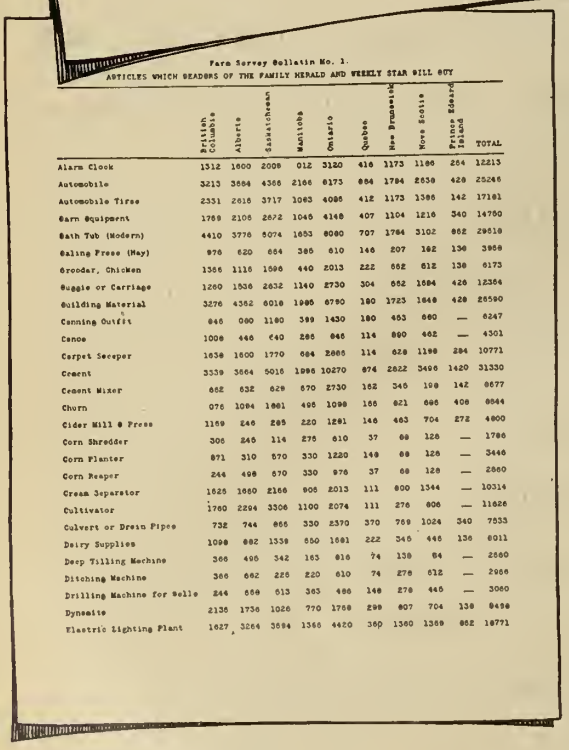
Member Audit Bureau of Circulations.

W. A, LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $2.50 a year; elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.


Farm Survey Bulletin No. 1.
November 1921.
What Canadian Farmers Will Buy
BEING the First of a Series of Reports, based upon a National Survey of Canadian Farmers, Showing the demand in each Province for a wide range of Products suited to Farms and Farm Homes.
Family Herald and Weekly Star
Canada's National Farm Journal
MONTREAL.
Established 1870
CANADA.



Farm Survey Bulletin No. 1.

ARTICLES WHICH READERS OF THE FAMILY HERALD AND WEEKLY STAR WILL BUY

	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	TOTAL
Alarm Clock	1312	1600	2009	912	3120	416	1173	1186	264	12213
Automobile	3213	3684	4366	2166	6173	884	1784	2638	428	25246
Automobile Tires	2331	2616	3717	1063	4086	412	1173	1386	142	17181
Barn Equipment	1768	2106	2672	1046	4148	407	1104	1216	340	14760
Bath Tub (Modern)	4410	3776	5074	1653	8080	707	1784	3102	862	29618
Baling Press (Hay)	976	620	654	386	610	146	207	162	136	3958
Brooder, Chicken	1386	1116	1696	440	2013	222	662	612	136	8173
Buggie or Carriage	1260	1536	2632	1140	2730	304	662	1684	426	12364
Building Material	3276	4362	6018	1986	6790	180	1725	1648	426	26590
Canning Outfit	846	960	1180	389	1430	180	483	660	—	6247
Canoe	1008	446	640	286	946	114	690	462	—	4301
Carpet Sweeper	1638	1600	1770	684	2886	114	628	1198	284	10771
Cement	3339	3864	5016	1986	10270	974	2622	3496	1420	31330
Cement Mixer	682	632	829	670	2730	162	345	198	142	6677
Churn	976	1084	1861	496	1098	166	621	696	406	9844
Cider Mill & Press	1169	246	285	220	1291	146	483	704	272	4800
Corn Shredder	306	246	114	276	610	37	69	126	—	1786
Corn Planter	871	310	570	330	1220	149	69	126	—	3446
Corn Reaper	244	498	570	330	976	37	69	126	—	2860
Cream Separator	1625	1660	2166	906	2013	111	690	1344	—	10314
Cultivator	1760	2294	3306	1100	2074	111	276	906	—	11626
Culvert or Drain Pipes	732	744	966	330	2370	370	759	1024	340	7533
Dairy Supplies	1098	882	1338	550	1691	222	345	446	136	6011
Deep Tilling Machine	366	498	342	165	616	74	138	84	—	2660
Ditching Machine	366	662	228	220	610	74	276	612	—	2956
Drilling Machine for Wells	244	568	513	363	486	148	276	446	—	3060
Dynamite	2136	1736	1026	770	1768	296	807	704	136	9496
Electric Lighting Plant	1627	3264	3594	1366	4420	389	1380	1368	862	18771

At Last!

—a national survey of Canadian Farms and Farm Homes giving a reasonably accurate estimate of the demand in each and every province for more than 100 different commodities.

Thanks to its truly national circulation, which parallels the farm population and agricultural wealth of Canada from the Atlantic to the Pacific, the Family Herald and Weekly Star has been able to make a comprehensive canvass of its readers in every country of every province, in order to determine their numerous requirements.

A copy of

Farm Survey Bulletin No. 1

containing the results of the national survey, conveniently tabulated by provinces, will be sent on request to interested manufacturers, distributors or advertising agencies.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

MONTREAL, *Established 1870* CANADA

BRANCH OFFICES

New York	Toronto	Winnipeg	Chicago
DAN A. CARROLL	M. W. McGILLIVRAY	V. F. BLAKE	J. E. LUTZ
Representative	Representative	Representative	Representative
150 Nassau Street	182 Bay Street	457 Main Street	First National Bank Bldg.

London, England : M. A. JAMIESON, Representative, 17 Cockspur St., S.W.1

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Vol. XV. DECEMBER 15th, 1921 No. 24

CHRISTMAS IN ADLAND

A fantasy, wherein well-known advertised characters celebrate Christmas, exchange characteristic witticisms, plan a "strike," and then abandon it.

By J. L. Love

AUNT Jane Willard's farm house was lit from bow to stern. Ruddy rays from the Yuletide logs in the fireplace streamed through the half-opened curtains of the best parlor, their rosy fingers reaching clear across the snow to the garden gate.

The mistletoe and holly that festooned the hall shook as Aunt Jane cautiously opened the front door and peered into the white void of the night.

"Nobody in sight or sound as yet," she muttered, closing the door and retracing her steps to the kitchen. Here everything was in apple-pie order. The cauldron in which Aunt Jane boiled her famous candies was scoured and reclining against the wall, resting after a particularly strenuous but successful bout with the Christmas rush. Over its head, suspended on a brass nail, was the justly celebrated fork with which Aunt Jane invariably dipt all her products.

As she contemplated for the thousandth time the preparations for the Christmas Eve party, to which everybody who was anybody in national advertising had been invited, the sound of sleigh bells came faintly to her ears.

"Somebody at last," murmured Aunt Jane, hurrying to the door.

A peremptory knock hastened the good lady's progress. There was a sound of feet being vigorously knocked against the doorpost.

"Come right in;" cried Aunt Jane, cordially, her hand on the knob ready to shut out the storm. "Well, if it ain't Laura Secord!"

"And why not? You sent me an invite!" said the arrival in a slightly aggrieved tone. The drive had been a cold one and one of Laura's rubbers had come off en route.

"It's a long drive from the studios," she continued, "and I'm froze, that's a fact!"

"They're terrible cold, draughty places them studios, with all that glass," sympathized Aunt Jane.

"The kind I mean has got any old farm house lookin' like a used crate," retorted Laura, with growing asperity. "Let's see the kitchen fire so's I kin get my toes warmed."

Making her way to the room specified, Laura drew up a chair before the cheerful stove. Kicking off her remaining rubber, and drawing her heavy bombazine skirt about her knees, she settled back to enjoy the warmth. Her eyes roved around the cosy apartment and noted with a gleam of interest the cauldron and fork shining in their corner.

"Who's all acomin'?" she demanded, making an inventory of the oven contents as Aunt Jane took a peep at the turkey and sausage within.

"Everybody who's anybody in national adver-" began Aunt Jane proudly.

"Any childer?"

"A few—the Campbell Kids, the Gold Dust twins, Little Fairy—"

"Don't tell me that there interloper, Sir Kreemy Knut, is comin'" snapped the Queenston heroine, whose toes and fingers were at the crisis of thawing out.

"Why, Laura, sure he's comin'! Ain't this Christmas an' peace an' goodwill an'—"

A loud challenge from the door knocker effectually drowned alike Aunt Jane's vigorous protest and Laura's equally vigorous sniff of disdain.

The newcomer danced into the hall in a miniature cloud of fine snow faintly impregnated with the odor of peppermint.

"Welcome, 'Arry Mint;" cried Aunt Jane," and who's this with you?"

"Welcome, 'Arry Mint!" cried agreed the sprightly arrival leading a cloaked and hooded figure by the hand.

"An 'ere's me little pardner—Miss Olive Palm, the girlie wiv the schoolgirl complexshun! Picked 'er up off of 'er poster on me way aht. You arst me to bring the Zimmerknit underwear ladies wiv me, but w'en I called for 'em they said they 'ad n't nothink to wear an' they said for me to kindly ex-cuse them for not comin' aht on such a boisteerious night. I offered to tie 'em up in me buffalo robe but they said Mister Zimmerman wouldn't stand for that, an' they must stick to their contract. So, when I sees little Miss Olive Palm sittin' up on 'er board areadin' of yore invite all on'er lonesome, I ses, Olive, I ses, ain't you agoin' to Aunt Jane's party, I ses. Sure, she ses when Algy Arrow—that's the collar bloke—comes wiv a flivver, but 'e's bin gorn abaht two hours. 'Op on, I ses, an' she 'opped, an' 'ere we are.'"

A gentle knock at the door announced another guest. It was Sir Kreemy Knut.

"Dooced bad storm," he remarked to the company, leaning on his cane, legs crossed.

"Oh, Sir Kreemy, this is only a flurry—wait until you have spent a

whole winter with us!" said little Miss Somilco who was seated on the sofa sipping a cup of Cowan's cocoa.

The baronet eyed the speaker dreamily and took a vacant place on the sofa beside her. With delicately perfumed handerchief he polished his monocle.

"I tried some of your stuff the other day," he observed, with a glance of his naked eye at the cup in Miss Somilco's hand. "It was rippin' ".

"Oh this isn't mine!" was the hasty exclamation, "But it is n't half bad. Quite a strong flavor of chawklut!"

"Now, folks, set down an' set to!" urged Aunt Jane to her housefull of guests. The summons broke up the babel of conversation.

At the end of the room appeared Old Squire with Laura Secord on his arm, and the company instinctively divided to form an avenue for the venerable couple. With old-fashioned gallantry, the Squire had laid aside his long churchwarden pipe, and he led his partner to the seat at his right at the head of the table.

Some little persuasion was wasted on the Smith Brothers to induce them to separate and select partners of the opposite sex.

"It is our inflexible rule to appear together," they explained simultaneously. "In fact, our advertising manager insists on it."

"Attaboy ! Same here!" grinned the Gold Dust twins, elbowing their way to seats near the turkey. A violent fit of coughing seized Smith Brothers. With well-drilled precision the fingers and thumbs of their left hands sought their vest pockets. A minute something was conveyed to each mouth and the paroxysm of coughing ceased instantaneously.

"Very effective!" commented Laura Secord., in a stage whisper heavily charged with sarcasm.

"Narsty cough you've got," sympathized 'Arry Mint, producing two small cylindrical packages and placing one on each of the brothers' plates.

"Try a real cough drop!" he suggested kindly.

Across the table Algy Arrow was enlightening little Miss Olive Palm on the theory of relativity. His Greek god-like features were animated almost beyond recognition.

"I don't see the Zimmerknit girls," murmured Sir Kreemy Knut, his monocle moving like a lighthouse lens around the table.

"Their costumes didn't come back from the cleaners," giggled Miss Somilco.

"Remarkably fine girl," breathed Sir Kreemy.

Miss Somilco tossed her auburn locks.

"Which one?" she asked, with a bored air.

"The one in the pink—"

"Where's Old Dutch?" demanded Laura Secord.

She's in the kitchen, cleanin' up," explained Aunt Jane.

The meal proceeded apace, and with the arrival of the nut stage, Old Squire rose to his feet.

"We meet on this happy and auspicious occasion for more reasons than one," he announced. "The first excellent reason has been disposed of. The second is now due. In brief, it is to consider the organization of an Advertising Characters' Union. It has long been felt that we are worked too hard. Our lives are full to overflowing with monotonous drudgery. What we need is a little variety. Our bosses are coining money through our labors and they take all the credit. The time has come when we should get together and assert ourselves. I don't wish to become personal, but I may say that I bitterly resent having to smoke interminable pipes of tobacco. I feel cut out for better things, and I consider that what I may term the higher qualities of my personality, such as we all undoubtedly possess, should be played up a little more, even at the expense of the product with which it is my fate to be associated. Just what form our protest should take I am not prepared to say, but no one can study modern tendencies without being convinced that the principle of the thing is sound. I call on Brother Smith to address you."

He sat down amid thunders of applause, during which the Gold Dust Twins seized their opportunity to clean the plates—of nuts.

During the remarks of the distinguished brothers, who following their usual custom, spoke simultaneously, their was a silence in which one could have heard a cough drop. What they said was greatly enjoyed, but owing to the fact that one brother was a tenor and the other was a bass, their message was lost in the melody of their singular duet. It was generally understood, however. that their sentiments were quite in line with their bolsheviki whiskers, and they were cheered accordingly.

Other speakers followed, each stoking the fires of revolt a little hotter. Sir Kreemy Knut provided the sensation of the evening. Rising to the occasion and his feet, he stood with his mildly troubled eyes appearing just above the table. Wrinkling his massive brow in a successful effort to recall the gems of red oratory with which Hyde Park had familiarized him, the dapper little baronet electrified and horrified his hearers with a list of summary plans for dealing with their oppressors. He included the public in his honeyed diatribe, as well as the presidents, vice-presidents, sales managers and advertising managers of their respective companies. He was proposing "something lingering —with boiling oil in it" for the advertising managers when a loud snort from Laura Secord interrupted him.

"Cut out that gammon!" she advised, "*I* can see through your English sarcasm!"

As Sir Kreemy turned his mild orbs upon the interrupter, the door knocker rose and fell rapidly half a dozen times.

Aunt Jane hurried out, and next minute a long, lean, ragged, unkempt figure danced into the room and bounded clear over the table. Taking two strides, the intruder planted himself, legs apart, hands under flapping coat tails, in front of the fire and behind Old Squire. A broad grin enveloped his visage. He gazed down the long double line of startled faces with unimpaired cheerfulness Placing his hand on his heart he bowed. As he did so, a short pigtail bobbed into sight over his head. Old Squire's ruddy countenance paled. Laura Secord and Aunt Jane stifled screams. The Smith Brothers, forgetting their dignity, ejaculated, "Heaven's above!"

"Yes," said the strange being before the fire, "It is I! 'High o'er the fence leaps Sunny Jim. Force is the food that raises him.' I see you old timers got me all right."

"I happened to be passing," he continued, with a jerk of his long neck towards the out-of-doors, "and thought I'd drop in. Little I dreamed I'd land in such a select bunch of the fraternity.' Well, boys and girls, I've been 'listening in' at the window, and I have a plain word to add to this discussion. You all know me; even the youngest of you have heard of Sunny Jim. I'm the 'orrible example of every advertising scribe who's hard up for a topic. You remember the high place I once occupied. I appeared everywhere. Today I am down and out. Why? Because I was featured to the exclusion of the merits of the goods I

was supposed to sell. My personality was played up, as Old Squire would put it. Folks laughed at me, talked about me, quoted me—did everything and anything but buy the goods. Oh, yes,—I had a wonderfully good time, same as you want. Well, I got it. No real hard work. Just fooling about and posing. Before deciding to follow in my steps, take a look at my well-ventilated costume."

"A long, lean, ragged, unkempt figure .... bounded clear over the table."

An awkward silence followed Sunny Jim's talk.

"By the way," he continued, "I met a special delivery messenger at the gate. Guess he thought I was Aunt Jane's official scarecrow on the way home. Anyway, he asked me to deliver this bundle of special delivery mail."

He pulled a package of letters from his coat tail pocket as he spoke and tossed it on to the table. A scramble ensued.

"Bai Jove!" drawled Sir Kreemy, letting his eyeglass fall in his excitement, "I'm wanted for a poster campaign in British Columbia."

"So sorry I must go," cried Miss Somilco, crushing her letter into her bosom, "but my manager has arranged a sitting for me with a famous artist."

"Au revoir, and Happy New Year," said Smith Brothers, simultaneously. "Excuse this hasty and unanimous exit, but we have word of a new cover design in which our beards will be of uniform length and we shall appear full-face. It is essential that we be on the spot at once."

"I am summoned to have my photo taken showing twelve new collar designs for 1923," apologized Algy Arrow. "Olive Palm informs me that she is wanted at once for a new back cover design. We—cr—travel together."

Rapidly the house emptied as the guests sped away to urgent assignments from their advertising managers, until only Aunt Jane, Old Dutch, who had been retained to help clean up, and Sunny Jim were left. They were seated before the fire.

"Ain't you got a letter, too, Ol' Dutch?" asked Aunt Jane. "Nothin' about a new poster showin' your face?"

"Nope," answered Old Dutch. "No change. Jest keep on keepin' on fer mine. Reckon Sunny Jim's got the right dope. Guess he's shown us it's better an' pays best in the long run to do a little bit o' service for others an' forget number one for a bit. Never did like them self-serve stores anyway."

"You've got it, Old Dutch," smiled Sunny Jim. "It's better to chase dirt than to chase rainbows!"

TO the many friends of MARKETING AND BUSINESS MANAGEMENT all over the world the management and staff of this paper wish to extend heartiest greetings and compliments of the season.

W. A. Lydiatt

PUBLISHER

The Holiday Gift that Men Really Appreciate
Simm Belle Brush
The Gift of Gladness
Ganong's Xmas Package
The HOOVER
It Beats — as it Sweeps — as it Cleans
MADE IN CANADA—BY CANADIANS—FOR CANADIANS
Announcing The McLagan Christmas Club
Nov. 28th to Dec. 10th
The McLagan Phonograph
The McLagan Phonograph Corporation, Limited.

None of these advertisements either mention or depict the patron saint of secret giving. The stockings hung up by the chimney in the Ganong copy is the nearest any of them get to utilizing the services of St. Nicholas.

SANTA THE SUPREME SALESMAN

Old St. Nicholas sells millions of dollars worth of goods quite apart from efforts of manufacturers or merchants who too often make no attempt to back up his efforts with advertising. Remove Santa and the practice of Christmas giving may soon dwindle.

JUST about sixteen hundred years ago an old gentleman of an ecclesiastical turn of mind died in a place called Lycia, in Southern Europe. He had been a bishop, and was reputed to be the most benevolent old man of his generation.

He lived in an age of legends, and one of the most persistent of the many which attached themselves to his memory was the story of his surreptitious bestowal of dowries on the three daughters of an impoverished citizen of his diocese. Unable to secure marriage for the three girls the luckless father was about to give them up to a life of shame when there arrived from an unknown benefactor, sufficient money to endow each of them with a substantial "dot."

Because of this act, which, fortunately for posterity, was discovered and published abroad, the bishop was made a saint, and in modest emulation of his example people began to give presents in secret on the night of December 6th, the Eve of his "day."

Later, the practice was transferred to Christmas Eve, but the name of the saint still clings to it. He was called Saint Nicholas: and through the American corruption of the Dutch form of the name—San Nicolaas—brought to the United States by early colonists from Holland, we have that familiar Christmastide figure—Santa Claus.

This old gentleman of an ecclesiastical turn of mind, who died in 326 A.D., was looked upon as the special protector of children, scholars, merchants and sailors.

His association with children springs from another old legend which relates how he miraculously restored to life three rich youths who had been murdered, cut in pieces and concealed in a tub of brine by a thievish innkeeper in whose house they lodged.

Millions of children throughout the world today do honor to his effigy; and thousands of merchants and manufacturers may well regard him as their special patron saint, for no other person, alive or dead, in person or in spirit, has ever moved from their shelves such an immense volume of goods.

The old-world atmosphere of this panel from a striking colored window display succeeds in creating the glamour of tradition which is a necessary adjunct of the Christmas appeal.

St. Nicholas holds first place as the supreme salesman in history. And this is by no means an idle phrase. Santa Claus does actually sell millions of dollars worth of goods unaided, and apart entirely from the efforts of manufacturers or merchants. At the same time every year the cheery ghost of the old saint stalks right into the home and prompts an unusual string of purchases.

It is strange that neither manufacturers nor merchants make full use of the services of this venerable old salesman. Too often they make no attempt to back up his efforts with advertising. Too often they are content merely to accept and fill the orders he sends in by the hundreds of thousands, without turning a hand to assist his annual drive for extra business.

This policy seems the more shortsighted when it is remembered that Santa Claus is the apostle of generosity. The spirit of Christmas is the opposite of niggardliness. It encourages open hearts and hands and pockets. It suggests strings of purchases in excess of the bare necessaries of life. It unlooses the purse-strings of millions of families.

One would imagine that such a ready-made buying habit would appeal to manufacturers as worth fostering. Here is a ruddy-cheeked, bewhiskered old fellow conducting a whirlwind campaign all over the

This reproduction from a half-tone loses some of the detail; but the bold display, brief message and the masculine tone of the entire advertisement can easily be appreciated.

The Christmas pudding adds a distinctive Yuletide note to this advertisement, which uses a clever ruse to get Monarch flour used for this historic dish in a great number of homes.

A Last Minute Gift
WHEN you are worried because there are only a few days left and you haven't found what you wanted, get a Valet AutoStrop Razor.
It is a tried and proven razor. Millions have been pleased with it. A suitable gift in a handsome case. A gift that will last and bring increased pleasure from day to day
Prices $5 to $25
VALET
AutoStrop Razor
The AutoStrop Safety Razor Co., Limited, Toronto

The halo of holly interferes with the type in this reproduction owing to the delicacy of the half-tone being lost. The headline stands out well in in the original.

country. In one ear he whispers, "Give Soandso a watch this Christmas!"—in another, "Give Whatshisname a razor!" And all the watchmakers and the razor-makers have to do is to add their whisper—"If you give her a watch this Christmas be sure it's a ———!"—or, "If he needs a razor give him a ———!"

Yet fewer advertisers than ever this year are getting into the bandwagon behind the dashing reindeers. One would have thought that after a year of pretty hard sledding they would make the most of a perennial sales drive that has never yet failed to bring results.

Enquiries made indicate that the majority of advertisers are going to sit back and let the jolly, red-coated old saint do most of the work this Christmas. More than one advertising agency, in replying to our query, assumed an attitude which certainly seemed to favor this policy, stating that they do not believe it to be good business to encourage special advertising of any description. Others claim they have no accounts which lend themselves to gift advertising.

There are some advertisers and many advertising men who long ago discarded Santa Claus as a back number. Who believes in Santa Claus in these enlightened, sophisticated days?"

These superior gentlemen forget that the habit of Christmas buying is founded on a pretty pretence. Let the fiction die out and the habit will soon follow it. Remove Santa Claus and the practice of Christmas giving may continue for a while in a perfunctory sort of way, but it will soon dwindle, without the sentimental background to give it impetus.

It is unfortunately true that we are becoming a sophisticated, hard-headed, callous race. It is true that we pin our faith to the slogan that "there is no sentiment in business;" but unless we are very adept at self-deception the phrase has a hollow sound. Sentiment still retains a tremendous hold upon the imaginations of all of us, and business men, even in their most coldly calculating moods, should be the last to deprive themselves of this profitable gust of sentiment which springs up every year at this season.

At the time this article is written it is too early to judge the extent to which advertisers will allow Santa Claus to "go it alone" this Christmas. It is only possible to surmise, from the remarks of agencies, engravers, and advertisers themselves, that Yuletide advertising this year will be unusually light.

Accompanying these remarks will be found some examples of advertising already planned. Some are advance proofs of copy that has not yet appeared. The exhibit does not pretend to be complete, nor even to show the outstanding advertisements of the season, but enough examples are shown to indicate the trend of copy and illustrations for this year's Christmas advertising.

1847 ROGERS BROS
Always the Acceptable Gift
In Velvet-lined GIFT BOXES
The Best Gift of All
SUCH A Multitude of Christmas gifts for a multitude of people—But when it comes to the final selection of the perfect gift for one of your nearest and dearest, nothing can compare with an Elgin watch.
There is an Elgin to suit every person every occasion and every purse. The models illustrated here are but three of many Elgins all absolutely reliable. Your jeweler will gladly show them to you.
Why not make the dearest person radiantly happy this Christmas with an Elgin?
Elgin
GIFTS THAT LAST
Make this an IDEAL Christmas
These Christmas Gifts will be appreciated
Gifts in Wm Rogers & Son Silverplate

Only one of these advertisements use the figure of Santa Claus. The silverware and watch advertisements rely on the suggestion contained in the word "gift."

PUTTING PERSONALITY IN SALES LETTERS

How a clothing concern has won the co-operation of its sales force and dealers for an interesting campaign of advertising prepared by the firm and used by dealers. As told the Direct Mail Advertising Assciation at its recent convention

By Frank G. Adams

IN order to keep our salesmen informed and give them ideas on handling various situations, we get out a weekly sales letter. The term "Sales Letter" may seem a misnomer, since such a letter is usually sent to a dealer to sell him something. However, that's just the idea of our weekly Sales Letter, to sell the salesmen pep, enthusiasm and greater interest in his firm. The original interest in the Sales Letter may have been due to the fact that we sent them out each week attached to the expense checks, but we know that the salesmen read and digest them because they make many and varied comments on our letters and offer valuable suggestions.

Not only do we try to make the Sales Letter readable as to contents, but also as to form. We try to make it short, crisp and to the point, with plenty of dashes and white space to make it attractive. We inculcate in the minds of our men that it's co-operation and team work that are necessary to make the sweet, smooth-running organization we desire. Here is a specimen.

Dear Henry:—

If you could be in two places at the same time—you could without a great deal of effort, call on every dealer in your territory, to help him boost sales and bring your volume up to the good old days of Fall 1919 and Spring 1920.

But since you can't—it's up to you to use your assistant—THE DIRECT ADVERTISING CAMPAIGN—to pull for you at the places you are unable to make personally this season.

The Beau Brummel Business Builder has been sent to all our dealers. Past experience has taught you that this little assistant salesman has worked for you cheerfully, enthusiastically and without cost.

So—get busy with him again this season. It does not take a magician to turn inquiries into orders, it takes a genuine live wire salesman. There isn't any trick or mystery about it—just plain, everyday, convincing sort of talk, by a man who knows why and what he he is talking about.

And that's exactly the idea we had in mind when writing the copy for our Fall advertising campaign—to talk through type and illustrations in the same sort of manner you use when meeting a customer personally.

It means that your assistant will be working for business with each one of your accounts at the same time—so, by pushing the advertising—you're making double time. But you're wise—so why say more?

In getting up our direct advertising we are guided largely by the information we have as to what dealers want. This information is secured by our salesmen on a special blank called the 'Information Blank" and is transferred to our cards in our Information File on "Dealers." On this blank we ask questions about a man's business affairs, what sort of advertising he uses, his personal likes and dislikes, his pet hobby, etc. All of this is very valuable to the Sales Department in writing dealer letters.

Before getting out each campaign, we send a letter to our Salesmen, giving them an outline of what we intend to do and asking their suggestions. This has made co-ordination between the Sales Force and the office possible, pleasant and interesting.

The matter is assembled in book form and called "THE BEAU BRUMMEL BUSINESS BUILDER." The first copies off the press are sent to our Salesmen along with a Sales Letter. After the first campaign was tried out, it was not necessary to again sell the salesmen the idea, for they realized that the campaign works for them long after they leave a town and they are enthusiastic in explaining the idea and persuading their dealers to send in their mailing lists.

The Ad Book has proven a valuable factor to our various salesmen when placing accounts. It is sent to all our dealers, followed immediately by a letter urging the use of this campaign to link up with their own personal efforts. The first page of the book is editorial, outlining the business situation and our idea of how to grapple with it. On the next page we show our Announcement, suggesting that the proper time to send it out is immediately after the receipt of our sample equipment. The next piece shown is the Fashion Folder, which we tell the dealer should follow the Announcement in about ten days time.

Right here is the place where we dilate a little on the use of personal letters, for it still may be a little early to send out the next folder, which, in the book for the fall season, is on Overcoats. Copy for two different personal letters are shown and we offer to write additional letters, if the dealer desires to feature anything special. It is interesting to know that we have more calls for personal letters than for any other form of advertising. The Overcoat Folder is a piece the use of which we stress a trifle more than the other, for there are a great many men who want tailored suits, but are willing to get along with a stock overcoat. This little folder is prepared to show why overcoats as well as suits should be tailored.

Shortly before Hallowe'en, when the party season is just about to begin, distribution of the full dress folders starts. A full page is devoted to the advisability of using newspaper space, and telling dealers we will furnish all electros for their ads free of cost. This is followed by several pages of sample advertisements. Then we show a set of four moving picture slides, which we furnish, bearing the dealers' names. These are popular in the smaller towns. On the last page we show our trade mark cuts of Beau Brummel in various sizes and also border cuts, bearing our Beau Brummel Head.

Our proposition to the dealer on paying postage is this: If he allows our name to appear in connection with his and will send us a mailing list, we will pay the postage and mail the various pieces of advertising matter at regular intervals from Cincinnati, no charge being made for the printed matter. If he does not want our name to appear we have his ad matter imprinted and sent to him for distribution.

You may wonder why we pay so much attention to planning the distribution of the dealers' advertising. Many of our dealers handle other lines than ours and cannot concen-

trate on our particular line. Then again, the dealer may be inexperienced in planning an advertising campaign and not have sufficient help to get it out, if he could plan it. Therefore, we feel that the method of interesting the consumer is largely up to us. In other words, we think it best for us to act as the dealer's advertising agent, so to speak. We believe that it is worth the one or two cents in postage on each piece to know that our name reaches a prospective customer's hands. Quite 85% of our dealers asking for advertising matter are willing to use our name and send in their mailing lists.

Three weeks after our ad book is mailed out, we write a personal letter to the dealers who have not requested advertising matter, suggesting that they go over the campaign thoroughly and fill out the requisition which we enclosed. This letter usually brings in the stragglers and all who are really interested.

Later in the season we get out a letter to the dealers who have used the campaign, asking their opinion of it and what the results have been. Naturally we know what the material results have been, in the way of orders received at this end of the line, but we invite suggestions for the following season's campaign. During our last campaign only one dealer out of some five hundred who sent in mailing lists, failed to produce any business.

If one of our dealers has a sample equipment for thirty days without producing an order, we write him a letter, making it as personal as possible. Such a letter which we sent out this fall brought in answers from 15 percent. of the non-producers.

Gentlemen:—

When you hire a good clerk for your store, you don't expect him to stand around all day—you expect him to produce business.

Now that is our position exactly—we have furnished you a mighty good clerk in our Fall sample equipment—but for some reason or other—he hasn't produced a single order so far.

Of course, there may be a very good reason—so—if there is—we shall appreciate your telling us.

If you'll compare our line with others of equal calibre, you will find that our prices are under the others—then again, we back up your personal efforts by a very extensive advertising campaign furnished gratis.

Tell us what more we can do to merit "your trying us out." We are anxious for your business and we believe that after a trial order, you will want our product—so why wait—let's get together NOW.

The writer shall be glad to give your initial order personal attention, if you will address it to him.

While we send follow-up letters every thirty days to these non-producers, nine times out of ten if the dealer hasn't answered the first or second letter, he is not really interested—then it is time to find an account for the next season.

However, we do not depend upon our own efforts to awaken these inactive accounts, but seek the co-operation of our men on the road who placed the accounts. As usual we use the Sales Letter to sell our travelers the idea that they must keep constantly after the non-producers. This is the letter we sent our men on inactive accounts a short time ago:

Dear Claude:—

If you were raising chickens—your first care would be to see that they had extra attention until they grew large enough to be producers—then they would get along very nicely with only a little attention now and then.

In other words—your big job would be to keep down the mortality—for chickens die young.

You—as a salesman—may not be raising chickens, but—you are raising accounts. And—a new account, before it becomes a producer—needs just as much attention as a baby chick.

In our opinion, the time to stop dealer-mortality is before evidences of it appear. You wouldn't leave baby chicks with a bucket of feed and then go back three months later and expect to find a full grown flock. No sir—and neither can you equip a dealer with samples and then forget him—that's breeding mortality.

If you find a non-producer on your Sales Report, write him a friendly personal letter, suggest the use of advertising—give him some of that wonderful "pep" of yours. And don't do it just once—keep it up. Chances are that on your next Sales Report he'll show up

One dealer lost cannot be rectified by securing another—it costs money your time and expended energy to place accounts—so nurse the baby accounts until they grow to producers size and then keep on and they'll be giants.

It's one thing to put business on the books, but another to keep it there—so let's "keep it."

Yours very truly,

There's another way in which we incorporate the personal element in producing business and keeping it on our books, and that is in our regular correspondence. Most concerns have the notation on their letter heads, "Address your reply to the firm," and no correspondent is allowed to sign his name to a communication. The rule is reversed in our organization and all letters written are signed the Storrs-Schaefer Co. per the writer's name. We believe that it gives the individual to whom the letter is addressed a feeling that someone at this end of the line is taking a personal interest in his account.

On our Sales Department Card File we list all ad matter sent to our dealers, which also shows the amount of business done. This enables us to check up the proportion of business to the amount of advertising furnished and gives us a very good idea of the advertising needed by the account for the next season.

As direct mail advertising is the only sort of advertising we have used up to date, we can't help but believe that the nice increase shown in our business has been in a measure due to it.

We feel that on the way we have worked and will continue to work out our direct mail campaigns, will depend largely the results of our national advertising when we get to it.

* * *

Copy for the Sunbeam Electric Iron, manufactured by the Flexible Shaft Co. of Canada, Toronto, has recently been sent out by McConnell & Fergusson Ltd., London.

THE SUN

Established for centuries and possessing a world-wide reputation as a

Universal Provider to Mankind

Gives the Best Light, with absolutely no trouble to the consumer; no grease, no fittings required, no quarterly bills.

As a Supplier of Warmth, far surpasses all other heating devices; none of the smoke and soot inseparable from the rapidly obsolescing method of heating by coal fires.

For Invalids.—Better than any drug on the market.

For Children.—The finest thing in the world.

Mothers, place your Babies' Cots where THE SUN can shine on them.

THE SUN is responsible for more smiles of satisfaction than *any* manufactured commodities, such as custard powders, tooth paste or safety razors.

The Supply is never Equal to the Demand

therefore do not waste any opportunity of bringing THE SUN into your homes.

If Nature Advertised?
(Reprint from PUNCH, London)

WHAT WE ARE DOING TO INCREASE SALES

Why the Northern Aluminum Company has resumed its advertising on a "larger-than-ever" scale. Special offer at bargain price to introduce line and stimulate buying. Extensive dealer co-operation secured. As told to "Marketing" in an interview

By C. M. Salter
Sales Manager, Northern Aluminum Company

IT was a small but hefty stew pan that blazed the trail to bigger sales for the Northern Aluminum Co. Ltd., Toronto makers of "Wear Ever" utensils for the cook stove. What proved to be an unusally good business stimulator was a series of advertisements that appeared in all the larger city dailies across the country recently, offering a "Wear Ever" stew pan for 39 cents which ordinarily retails at 85 cents.

Just why an 85-cent article should be sold for 39 cents was skilfully explained in the copy, care being taken to avoid giving any impression that would lead readers to suspect an attempt to unload something of a cheap and nasty nature upon them. "We are depending upon this stew pan to give YOU a true impression of 'Wear Ever' quality," ran one paragraph, "so that you, like thousands of other Canadian housewives, will replace utensils that wear *out* with utensils that "*Wear Ever.*"

"We were not suffering from any marked business depression when we planned the stew pan campaign," explained C. M. Salter, sales manager of the Northern Aluminum Co., to MARKETING.

"Our main idea was to familiarize the public with our trade name—'Wear Ever.' We wanted every woman who entered a hardware store to buy aluminum goods to think instinctively of our brand. We believed that if we could persuade her by means of an attractive offer to visit a store we should accomplish our object."

Pointing to a proof lying on his desk, Mr. Salter continued:

"Because of its striking layout and its size, this first advertisement of the series was the most prominent thing on the page of any newspaper in which it appeared. It got its message over easily, and coupled with the dealers' names which were set at the bottom, it created the necessary immediate action."

Aluminum cook pots and pans do not lend themselves very readily to the "thirty days free trial" offer. At the same time it was necessary to get a sample of "Wear Ever" into the hands of as many women as possible. This was successfully accomplished by "selling the sample" and offering a stew pan at less than half the regular price. There were no strings to the offer. Purchasers were under no obligation to buy any other line. All they had to do was clip the coupon in the advertisement and present it with the reduced price at the retail store.

"In selecting a small stew pan for our purpose, we were influenced by a number of considerations," said Mr. Salter.

WHY THE STEW PAN

"In the first place it is not an expensive article and it enabled us to quote a price that could scare nobody. Secondly, it has been a popular line and a ready seller right along. There are few households in which a small stew pan is not a very handy utensil. Its uses are many. In other lines, such as kettles and soup pans, the demand for larger sizes varies according to locality. In Quebec, the land of big families, large soup kettles with covers are asked for, as one would naturally expect. In Ontario, on the other hand, smaller sizes without covers are preferred. As our campaign was more intensified in Ontario, we selected the small stew pan."

Only 22 More Shopping Days till Christmas
Your Assurance of Satisfaction
Just as other household necessities differ from one another in quality, so there is a difference between "Wear-Ever" and other aluminum utensils. It is important, therefore if you wish your kitchen to be modern—that you be sure that your utensils bear the "Wear-Ever" trade mark. The sheet metal from which
"Wear-Ever"
Aluminum Cooking Utensils
are made is thick, hard and enduring. Only after it has been passed again and again through gigantic rolling mills under tons and tons of pressure is it considered dense and hard enough for "Wear-Ever" utensils
No joints and seams are found in "Wear-Ever"—the surface is smooth and clean with no lodging place for food particles. "Wear-Ever" utensils cannot rust—cannot flake—are pure and safe.
Sold by leading department, hardware and housefurnishing stores.
Dealers Now Have Stocks of "Wear-Ever" Sauce Pans, Cake Pans, Pie Pans, Fry Pans and Waffle Molds.
Buy "Wear-Ever" utensils as you buy your china—in sets
NORTHERN ALUMINUM COMPANY, LTD., Toronto, Ontario
WEAR-EVER
ALUMINUM
TRADE MARK
MADE IN CANADA

One of the advertisements now running in Canadian daily newspapers, designed to "cash in" on the introductory offer.

"You say you quoted a special bargain price for the purpose of this campaign—does that mean that you made a special stew pan for the occasion?" asked the interviewer.

"By no means. The stew pan we offered is one of our regular lines. It is a permanent member of the family, in perfectly good standing. It was selected because of its wide appeal and comparatively low price, and because it is a good seller. It had always sold readily at more than double the price we put on it for the campaign, and it seemed to be the best line we had to introduce 'Wear Ever' to the largest possible number of new users. In quality and workmanship it is precisely the same as all other 'Wear Ever' goods. We have no 'seconds.' All spoiled goods are scrapped. A scratch or streak is sufficient to condemn anything we make. The stew pan we offered is in every respect a standard pan. Our purpose was to show the quality of 'Wear Ever' and we could do that only by offering the genuine thing."

"We expected to sell a great number of pans and we were not disappointed," declared the speaker.

"One thing that surprised us was the large numbers of orders we received direct by mail, although these were not solicited, and although the mediums used were not supposed to cover the outlying districts to any great extent. These mail orders came in from the country and from places where we had no dealer rep-

Consider the Piano

IF pianos were sold by the hundred-weight or the cubic foot, every make of piano would be worth about as much as every other make.

For all pianos are about the same in height, and breadth, and weight.

But what would the piano buyer say if he were asked to pay for an inferior instrument as much as for a production of one of several famous Canadian families who have been building pianos for more than a generation?

Would he accept the foot-rule or the weigh-scale as the measure of value?

The soul of the piano is its sounding board. With conscientious care the mechanic builds this board for the high-class instrument. With the ear of the musician he strings the wires and tunes them.

The action from the keys must be responsive, sympathetic. It must interpret the spirit of the musician.

The purchaser pays more for the superior sounding board and sympathetic action. These produce the harmony and tone. He does not pay more for height, and breadth, and weight.

THE *size* of newspaper circulations bears a resemblance to the *size* of the piano case. The *sounding board* of the piano resembles the *quality* of the circulation.

* * *

And the action of the piano which interprets the musician's soul may be compared to the ability of the newspaper to influence its readers on behalf of its advertising.

* * *

Sounding board — wires — action — these give the greater value to the high-class instrument.

* * *

Quality of circulation, how it was secured, faith of the subscriber in the publication— these give the greater value to the advertising medium.

THE circulation of THE GLOBE has been built by legitimate methods. It is based upon 78 years of sincere and effective service to the public, backed by a world news service which has no parallel in Canada. In this circulation are no "subscribers" who were sold a glass water set, an apron, or an atlas, or any other article, and as a consideration took THE GLOBE, nor are there any blocks of names purchased from the suscription lists of dying newspapers.

GLOBE subscribers exceed in number those ever GAINED by any other Canadian morning paper.

Member Audit Bureau of Circulations

The Globe
TORONTO

Reprint of a Page Advertisement in THE GLOBE November 29, 1921

Dominant Medium In Canada's Greatest Market - Place

resentation. I think we sold as many pans in this way as through the regular dealer channels. However, in spite of this unlooked-for development we have no intention of cultivating the mail order business.

"Many thousands of housewives accepted our offer, but, better than that, we found our dealers reporting that they experienced an almost immediate demand for the larger and more important pieces of 'Wear Ever' kitchen utensils. This was precisely the result we had hoped for, but we had not expected it quite so soon. It was a highly gratifying feature of the campaign. As a matter of fact, our ten-day advertising caused a more marked sale of our general line than of the stew pan it featured.

Advertisements Were Read

"Another thing to be noted," continued Mr. Salter, "is that we sold more lids for the stew pan than we had bargained for. These lids were also sold at a cut rate, and many dealers sold as many lids as they did pans. This fact is interesting because the advertising did not feature the lids. The offer was inserted quite casually in the smallest of type in the body of the advertisements. That so minute and unobtrusive an announcement was seen at all is proof positive that advertisements addressed to housewives are read and studied, providing that they are made sufficiently interesting in manner and message.

Mr. Salter had a word of praise for the dealer who co-operated in the campaign.

"Considering the amount of trouble to which they were put in preparing displays, and in view of the fact that we asked them to conduct what were practically 'No Profit' sales, the way the dealers took hold was fine!" was his comment.

"We have been able to open up many new dealer accounts, including a number who do not handle hardware or anything of an allied nature --such as grocers."

"Not only did we benefit personally from the campaign," concluded Mr. Salter, 'but the trade generally was stimulated. We know this from a number of sources, but chiefly because, since the advertisements appeared, we have experienced a considerable increase in our sales of aluminum ingots and sheet metal to other manufacturers."

As a logical sequel to the above campaign, the Northern Aluminum Co. are conducting a second and

"Wear-Ever"
one-quart Aluminum Stew Pan
For ONLY 39c
ALUMINUM UTENSILS ARE NOT ALL THE SAME
Northern Aluminum Co., Limited, Toronto, Ont.
The stores named below, we KNOW, have a supply of "Wear-Ever" Stew Pans

One of the large six-column newspaper advertisements featuring the introductory offer, with names of retailers where goods were obtainable.

larger campaign designed to "cash in" on the Christmas trade. A series of six 6 x 12 advertisements is appearing in twenty-seven dailies in seventeen cities right across Canada. Both French and English papers are being used in Quebec.

The present campaign is featuring "Wear Ever" in sets for Christmas gifts. No special inducement is being offered to create sales, but the prestige which the earlier advertising gained for the Company is being utilized very skilfully. The second effort is riding to success on the wave of enthusiasm created by its forerunner, and will in its turn prepare the way for its successor.

"Buy 'Wear Ever' utensils as you buy your china—in sets," is the slogan carried by all the advertisements now appearing. The first of the series features a fry pan and is reminiscent of the original stew pan copy that first attracted the housewife's eye. The second emphasizes the trade mark and illustrates a set of six articles. The third, which appeared ten days before Christmas was aimed at the male. It told him that his wife would be proud to receive "a shining, silver-like set of 'Wear Ever' aluminum cooking utensils" for the kitchen. It is a safe bet that those hubbies who failed to see this suggestion, and whose wives tried out the little stew pan, had their attention directed to the timely hint.

✣ ✣ ✣

Rotary-Poster Drive For Better Business

During December, January and February, 50,000,000 people in 8,000 cities in the United States and Canada will read 75,000 posters bearing inspiring and helpful messages, telling them to get down to business, urging them to believe that North America has every fundamental facility for prosperity, and that we only need to turn our hands to the things that are to be done.

Such, in brief, is the Rotary-Poster Prosperity Campaign which has been acclaimed enthusiastically and variously as "the $1,500,000 Campaign for Better Business Thinking," and "the greatest piece of team work since the war." Its object is to conduct a national drive for more business.

Because of the generosity of the Poster Advertising Association, paper manufacturers, lithographers and ink manufacturers, the cost of $1,500,000 is reduced to $60,000, which latter sum has been underwritten by a group of individual Rotarians.

One hundred thousand 24-sheet poster boards will be used, each carrying a twenty to twenty-five word message appealing to the common sense, patriotism and fellowship between man and man. Nine inspirational messages or slogans will be shown. In December every U. S. poster board will carry a word from President Harding, but during that month a separate message for Canada will be posted. This Canadian message reads: "Buy. Build. Work. and create a job for everyone. Prosperity for all." Each poster carries the announcement: "Rotary Club Members—Posted by courtesy of the owner of this Board."

Denne Establishes New Agency

A. J. Denne, whose resignation from Smith Denne & Moore Ltd., was noted in the last issue of Marketing, is preparing to establish himself in business as an advertising agent, and has already placed some newspaper advertising for the Loraine Chocolate Corporation Ltd., Toronto, Canada.

✣ ✣ ✣

Quick-Wash Washing Tablets, made by F. A. Williamson Manufacturing Co. Ltd., Ottawa, are being advertised in a few dailies. The account is handled by the Canadian Advertising Agency, Montreal.

✣ ✣ ✣

The Porter-Eastman-Byrne Company, advertising agents of Chicago, who recently secured the account of the Emerson-Brantingham Implement Co., Rockford, Ill., are preparing a campaign to run in agricultural and business papers for this concern.

✣ ✣ ✣

The Bell Telephone Co. will celebrate the installation of the one hundred thousandth telephone in Toronto at a gathering to which leading citizens and representative business men have been invited, on December 20th. A short but extremely interesting program will mark the occasion.

✣ ✣ ✣

R. E. Chamberlin, assistant general sales manager of the Packard Motor Car Company, has been appointed general sales manager of that company.

✣ ✣ ✣

A number of papers are carrying small copy for Rangalla Tea, manufactured by the Hudson Bay Company. The advertising is placed direct.

To Greet You Heartily!

AS WE VIEW the past year in retrospect, and recall the difficulties overcome with the active co-operation of our host of advertising friends, we feel we can extend the Season's Greetings with the utmost sincerity.

May this CHRISTMASTIDE be replete with very real joys for you all, and may the Coming Year unfold a bumper measure of Happiness and Success

THE

Ottawa Journal Dailies

The Morning Journal ***The Evening Journal***

Members A.B.C.

BETTER BUSINESS LETTERS*

11. Introducing the Better Letters Idea in Your Office

It is often more difficult than seems apparent at first because of man's fondness for the products of his brain. How some concerns have brought about better letters without friction. Further details of organization will be given in articles to follow.

Written for Marketing by Louis Balsam.

IF you were to tell the average business men that certain policies in his organization were rather out of step with the times; or that his sales tactics had certain weak spots; or that his collection methods were bad, he probably would give you an appreciative hearing. If he deemed what you said worth further investigation, he might even change his methods in these fundamental things, in harmony with your suggestions. Yet, if you were to tell that same man that his *letters* were weak and feeble things, or that his correspondence alienated customers, you would probably make an enemy of him for life! This, in spite of the fact that your criticisms were unusually worth while.

The average man is as jealous of the letters he sends out as the average young mother is over the qualities of her young hopeful.

Many a hard-headed business man, very open to criticism, feels as much resentment against a friend who tells him that his letters, or any particular letter, are poor, as an adoring young mother would feel toward even her best friend who dared even to suggest that the new baby was homely, true as this might be.

Men show an inordinate love for the products of their own brain as symbolized in their correspondence. That is why introducing the idea of better letters into an organization is a much more difficult thing than seems apparent at first.

Men have told me they would sooner quit their positions than have anyone dare tell them how to improve their correspondence. This is particularly true of men who have been with an organization ten, twenty or thirty years and who have been doing pretty decent work.

Introducing the idea of better business letters requires infinite tact and unlimited patience.

One of the best-known directors of correspondence in America, a man whose name is familiar wherever letters are mentioned, and who has been at this work for many years, says that no company should ever dream of inaugurating a plan of correspondence betterment, unless they are willing to give the man in charge of the plan one year, at the very least, to lay his ground work. This is absolutely so. A matter so delicate and so absolutely vital to the very life of many a concern as the every day correspondence, requires painstaking, thorough building up. This cannot be done in a hurry.

Introducing the Idea

One of the best ways to introduce the idea, genrally, is to have the biggest man in the concern, usually the president, call together for a conference everyone in the institution even remotely connected with letter writing. He should announce sufficiently in advance the fact that he is going to discuss the idea of improving the firm's correspondence and that he would appreciate practical hints and suggestions from the various correspondents, managers, etc., to be brought up at this meeting. This is a very clever device used effectively by several executives I know of. Once the under-executives and correspondents begin to volunteer ideas on improving the correspondence, *they thereby commit themselves to the fact that the correspondence needs improvement!* This is one of the biggest wedges the chief executive can use to introduce new ideas.

When the conference does take place it will be well for whoever presides to give his ideas on the subject very briefly. Let him then skilfully turn over the meeting to those who actually get out the letters themselves. In this way the idea will soon get around that it is a company affair rather than the pet plan of one individual. Too much stress cannot be placed upon this very important tactic.

During the meeting, the president would do well to appoint someone directly responsible for the carrying out of the newer correspondence ideas. This man can either be someone called in from the outside but who presumably has worked as a correspondent for a month or two and thereby familiarized himself with the business; or he may be one of the older employes whom the president has selected in advance because of his special qualities, as discussed in another article, to carry this work to its highest possible effectiveness. With this as a starter, the chief can safely leave the work in the hands of the man to whom it is entrusted. This man might work along the following tried, successful methods:

Successful Methods Described

(1) His first task is thoroughly to familiarize himself with every possible angle of the business. The new correspondence supervisor of a well-known manufacturing concern in the States reported for work, on his first day, in overalls. He spent nearly six weeks in going through the various departments of the business, including all of the manufacturing departments. At the end of that time he had a mighty good idea as to the fundamental factors that made letters necessary; the service, the quality, the sales methods, the collection methods, the adjustment methods, etc. This put him in an unusually good position to direct others as to the details of the letters themselves.

Letter Unity

(2) *His second task is to make himself responsible for the tone and unified policy of the letters leaving the institution.* He can accomplish this largely in two ways:

(a) Through a painstaking, educational campaign, centered, first, upon the individual and, second, upon the department issuing the letters.

(b) Through constructive suggestions, criticisms, corrections and revisions of the carbon copy of every letter that is sent out. This is probably the most important task he

Copyright Canada 1921 by W. A. Lydiatt

Quebec Paid Highest Average Income Tax

ACCORDING to a report just issued by the Dominion Government showing the amount of Income Tax paid during the fiscal year 1920-1921, the province of Quebec showed by far the highest average, both for individuals and corporations.

The figures for individuals are as follows:

	No.	Amount	Average
QUEBEC	30,711	$10,869,141.26	$353
Ontario	70,924	14,117,521.30	199
New Brunswick	3,233	517,662.35	161
Manitoba	27,605	2,581,596.60	93
Br. Columbia	17,958	1,591,085.22	89
Alberta	15,254	1,010,087.16	66
Saskatchewan	16,716	1,075,071.74	64

(Correct figures for Nova Scotia and Prince Edward Island not available).

Under each of the classifications of Manufacturers, Merchants, Employees and and Professionals—all included in the totals given above—Quebec shows the highest average of any of the provinces. The only exception is in the case of Agrarians, who, in total, paid a negligible part—less than 1 per cent.—of the grand total of thirty-two millions collected under the Income Tax Act.

Nearly five million dollars in Income Tax was paid by 380 corporations in the province of Quebec during the same period, out of a total of nearly fourteen millions. In other words, over a third of this amount was paid by these 380 firms, representing one-tenth of the total number of corporations affected.

These figures indicate the unrivalled prosperity and purchasing power of Quebec, and further point to the centralized wealth existing in Montreal and its contributing territory. The Gazette, the only English morning paper in Montreal, and Canada's best newspaper, offers you the most effective and economical means of getting your message before Canada's wealthiest trading centre.

The Gazette
MONTREAL
MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

NEW YORK
Gilman, Nicoll & Ruthman
World Building

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C.

BOSTON
Gillman, Nicoll & Ruthman
Tremont Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

CANADA'S BEST NEWSPAPER

would be called upon to perform, and it requires infinite tact.

There are so many ways, though, of dealing with the mistakes of those under us, that it would not be wise to discuss specific methods in an article of this kind. Let me leave this one thought—correspondents, as a class, respond much more quickly to the application of *principles* than they do to the hammering away at details; they react more quickly to the method of *suggesting* better ways of stating things than they do to the deliberate command to change modes of expression.

Customer's Point of View

(3) The third task of the one responsible for the improvement of letters is to secure an *understanding of the customer's point of view.* There are three ways to accomplish this:

(a) By direct, personal contact with dealers through periodical visits to customers in different sections of the country. This is much more important than it seems offhand. After a man has been on the inside for a certain length of time, he begins to adopt a theoretical point of view, whether he intends to or not. Customers begin to lose their identity as individuals and become abstracts. That is why it is essential for a correspondence supervisor, or anyone in charge of letters, to make regular, systematic visits every month or six weeks to dealers in various parts of the country, in order to keep in contact with their problems. The improved force this will give the letters of those under him, will repay the amount involved in traveling expenses, many times over.

(b) Through the right kind of questioning *letters* sent to branch offices, in search of specific dealer and customer information.

(c) A third way is to keep in active *personal* contact with the branch managers of his concern.

Co-Relation of Correspondence

(4) The next big job of the correspondence executive is to inaugurate a plan whereby it will be possible *to co-relate the correspondence of the various departments.* The specific ways and means of doing this were discussed in a former article. Three outstanding features are worthy of re-statement:

(a) The education of every letter writer to the realization that there are more departments in the business than his own. Often a correspondent acquires a narrow state of mind in which the importance of his particular department is magnified beyond all reason. I have known instances, and so have you, where the correspondents of the collection department, for example, considered their letters more important to the business than the letters of all the other departments in the house combined. This attitude is a distinct drawback to any institution that strives to bring about a unified letter policy.

(b) The assignment and carrying out of strict rules that require the correspondents to know what letters the customer has received before from other departments. This is something well worth thinking about. It is one of the easiest and most effective ways I know of to insure a uniform tone in correspondence. Once we make it imperative upon correspondents to read the letters written to the same customer, recently, by other departments, we automatically give them a bigger point of view that cannot help influencing what they are about to say.

(c) A mechanical method whereby this can be made easy to the letter writer. If, by requesting each correspondent to read previous letters, we make it necessary for him to devote a lot of time in getting those letters, the system tends to defeat itself. On the other hand, if it is made mechanically easy for him to have those letters brought to his attention at the time he is ready to dictate, *everything* assumes a much more workable aspect.

Larger Developments

(5) The next logical step to be worked along with the previous measure, is the *larger development of the Better Letters idea.* This can be brought about in four ways:

(a) By familiarity and close contact with all the big Better Letters and Direct Mail movements, taking place in the outside world. Nothing tends to raise an executive in the eyes of his correspondents more than the fact that he is an influential figure in the movement itself, outside of his own organization.

(b) Through the stimulation of a greater house spirit, or esprit de corps.

(c) By periodical conferences, both with individuals and groups when the executive should welcome plans and suggestions for improvement of letters.

(d) Through the issuance of regular correspondence bulletins that are really ALIVE.

By this time he is ready for another very important step, which is:

(6) *The creation of a correspondence handbook.* Any concern that has ten correspondents or more, needs urgently a book or pamphlet of some kind, in which are embodied the following five features:

(a) The best modern correspondence practice in general use.

(b) Just enough grammar to hold attention.

(c) Concrete examples of how to apply these Better Letters ideas to the correspondence of the company.

(d) Examples of effective letters used under specific circumstances that arise daily within the organization. It should be impressed upon the correspondents, though, that these letters are not intended to be copied word for word.

(e) Miscellaneous factors.

Mechanical Features

(7) The executive is now ready to put some concentrated attention on the *purely mechanical features of correspondence.* This will embrace:

(a) An efficient mail opening, mail reading, mail sorting, mail delivery and mail collection system. No matter how large or small an institution may be, it can well afford to spend valuable time in inaugurating a plan whereby an incoming letter will receive immediate attention and be dispatched without loss of time to the person responsible for handling it. In the larger organizations this necessitates a system which includes one or more people responsible for nothing more than the opening of the daily mail (except personals), and removing it from the envelope. It includes another person or persons whose chief duty is to read all letters, except the personal, and who will direct the mail to the various departments concerned.

In institutions that receive very large mailings every day, mail sorters to distribute the mail will be necessary. Every institution, of course, will have its office boy or carriers to see that the proper individuals receive the mail that they are to handle.

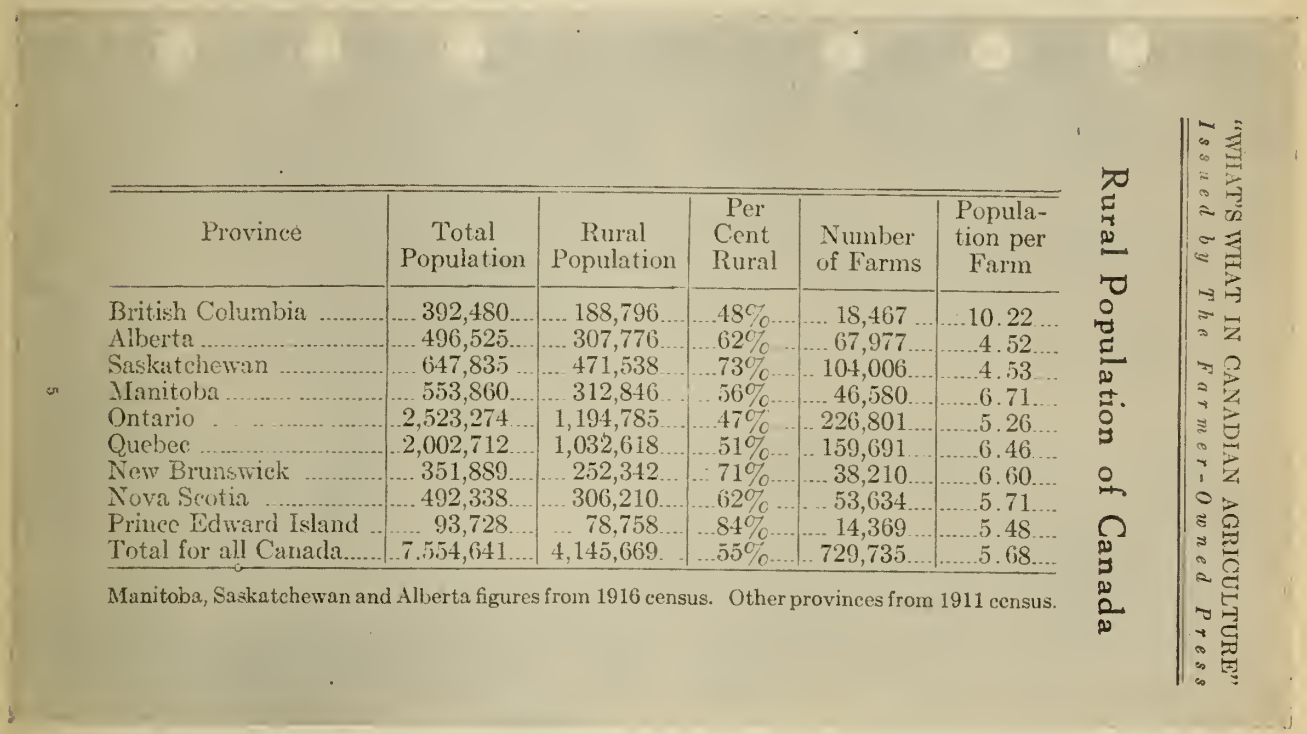
Outgoing mail, of course, should have an equally efficient system so that the dictated, signed letter is on the way to the customer with the least possible amount of time wasted.

(b) An attempt to have each letter received, answered within twenty-four hours or perhaps not later than

Who can answer this question?

How many people are there per farm in each of the provinces of Canada?

Here's the answer



"WHAT'S WHAT IN CANADIAN AGRICULTURE"
Issued by The Farmer-Owned Press

Rural Population of Canada

Province	Total Population	Rural Population	Per Cent Rural	Number of Farms	Population per Farm
British Columbia	392,480	188,796	48%	18,467	10.22
Alberta	496,525	307,776	62%	67,977	4.52
Saskatchewan	647,835	471,538	73%	104,006	4.53
Manitoba	553,860	312,846	56%	46,580	6.71
Ontario	2,523,274	1,194,785	47%	226,801	5.26
Quebec	2,002,712	1,032,618	51%	159,691	6.46
New Brunswick	351,889	252,342	71%	38,210	6.60
Nova Scotia	492,338	306,210	62%	53,634	5.71
Prince Edward Island	93,728	78,758	84%	14,369	5.48
Total for all Canada	7,554,641	4,145,669	55%	729,735	5.68

Manitoba, Saskatchewan and Alberta figures from 1916 census. Other provinces from 1911 census.

5

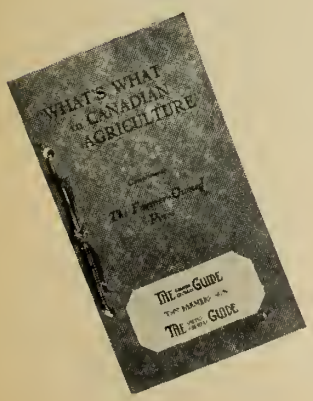
Table 1, Page 5, in "What's What In Canadian Agriculture"

The space buyer's "Book of Knowledge"

40 Statistical tables. Four maps.

Authentic—up-to-date—compact—well arranged easily referred to—good paper—clear type.

Well bound in strong paper. If desired sheets may be easily removed and are punched to fit standard six-ring memo book.



Just the thing to have "on the hip" at a sales conference.

Price **$1.00** post paid.

Published and procurable only from

The Farmer-Owned Press of Canada

THE GRAIN GROWERS' GUIDE WINNIPEG, MAN.

THE FARMERS' SUN TORONTO, ONT.

THE UNITED FARMERS' GUIDE GARDENVALE, QUE.

Or from Advertising Offices at

TORONTO, ONT., 33 Yonge Street **NEW YORK, N.Y., 1478 Broadway**

forty-eight hours, wherever this is possible. One of the surest ways of making a favorable impression upon prospects who answer our inquiries and customers who write us letters, is to give them an immediate reply. A few months ago I made an interesting experiment. Out of a noted magazine I clipped twelve coupons that asked the reader to send for more information. One company replied within forty-eight hours. Five of them answered within a week. Three, within ten days. One company wrote that the catalog, I requested, was out of print but that I would receive one later. "Later" must be a mighty long time because it is over two months since I heard from them. Of the other two, one sent a salesman and the other failed to reply.

It isn't very difficult for anyone to realize why the company that answered within forty-eight hours, stood a much better chance, all things being equal, than the others possibly could.

There is a certain something in most of us that responds very warmly to prompt service. This holds good in letters even more, perhaps, than it does in personal contact.

(c) Fixed responsibility for each letter through departmental "In", or "Received", and "Out" stamps.

The Filing System

(d) A thoroughly equipped, easily get-at-able centralized filing system. A dozen articles could be written on this mechanical feature, alone. Too often, the files in most of our offices are burying places for correspondence instead of places of reference. There is a certain well-known office equipment company that advertises a filing cabinet from which a clerk can get any letter in a fraction of a second. This is putting efficiency to a pretty high test. Most of us, though, would be mighty fortunate if we could sometimes find the carbon copies of our letters at all!

(e) A concentration of stenographic, secretarial, and dictating machine service. This is another subject, that opens great possibilities for discussion. It has been found, by experiences in hundreds of concerns that letters can be turned out to much better advantage and at lower cost when the stenographers are located at one central point, under central supervision, than if they are scattered all over the house at the desk of each particular dictator.

(f) An analysis of letter costs which will embody the costs of various materials, instruments, time analysis, correspondence short cuts, etc. Here is a point where the wide-awake director of correspondence can often, in a few months, save his concern enough money to pay his own salary for several years to come.

The factors we have outlined will take the better part of a year of a man's time. If the concern is large enough, it may take two years. It will be time well spent, though, and will bring in results not only in dollars and cents, but in added good will, of the type that has helped to put many a concern on the road to better business and more of it.

The Transcribing Department

We are now ready to delve into the question of an *efficient transcribing department.* This will require a great deal of earnest study on the part of the one in charge of correspondence, and should embrace at least four specific factors:

(a) A comprehensive training system for beginners. Never was there a better opportunity to install such a stenographic system than the present. It seems just yesterday when offices, everywhere, were, literally, begging for stenographers and typists. I can recall the time not so long back when I cheerfully paid a typist $30.00 a week, who wasn't worth $12.00. Those conditions, are completely gone. Now, when a man inserts an advertisement for stenographic help, he secures anywhere from 25 to 50 replies, and has a choice of salaries, ranging from $15.00 a week to $30.00. Very few ask for the last sum.

Incidentally, I am the last one in the world to rejoice at such a condition. In fact, I think that either of these extremes are a genuine indictment of our so-called Civilization. This is particularly true when efficient and capable girls are willing and eager for work, yet are unable to find positions that will guarantee them that which every human being has a right to expect, a clean, decent living in return for worth while services.

Executives are now in a position, first, to pick the type of stenographer they believe can do their work most effectively. Second, they have plenty of time, most of them, to enable them to give each new stenographer a week or, perhaps, two weeks of training in the company's special way of doing things. More often than not, a young woman who has done excellent work for another concern turns out work for her new employer that is not creditable.

This is, largely because she has been hurriedly thrust into a new atmosphere, has been made to take words that are new to her, and work by methods she has not tried in previous places. A short training period given her, regardless of her experience, would eliminate a great many blunders.

This training system should include, among other factors, a standard practice for all stenographers in the institution. It is a simple thing perhaps, but one decidedly worth while, to have all letters present substantially the same physical appearance. The various styles of paragraphing, etc., should be taken up during the training period.

(b) If the size of the company warrants it, the correspondence supervisor, in co-operation with whoever is directly in charge of the stenographic force, should issue a stenographer's manual. A copy of this should be in the possession of every one who transcribes letters. There are many things this manual could include, but I shall not try to give an outline for such a booklet because circumstances vary so widely.

There are three or four things, though, that every stenographic manual might contain to good advantage; a brief readable treatise on grammatical values, spelling, punctuation, etc.; the importance and meaning of each letter; house policy, standard form, unusual and technical word lists, etc.

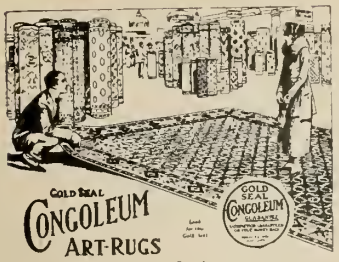
Tested and Tried

There is only one thing that I have to say on behalf of the nine factors outlined, and that is, not one of them is built on theory alone. Each has stood the test of actually being made to work successfully. All of them, together, have been used as the background of a correspondence system that is working for several nationally known concerns today. Like everything else, this or any other plan, no matter how successful it has been, is worthless unless directed by an individual who knows his business.

If there is any department upon which it doesn't pay to skimp in the matter of executives it is the department responsible for the effectiveness of our letters. The sentiment expressed by a New England manufacturer to the effect that he would

Continued on page 909

The Canadian Countryman and Congoleum Art Rugs



GOLD SEAL CONGOLEUM ART-RUGS

Made in Canada

"The Gold Seal is Your Protection"

Yes, madam, this Gold seal proves it is a genuine *Gold Seal* Congoleum Art-Rug. If you're not perfectly pleased with it, you may return it and get your money back.

That's the protection you enjoy when you buy genuine Congoleum Art-Rugs.

For Every Room in the House

You will find these sanitary rugs a great convenience for every room in your home. They're tough for all time—the old-fashioned work of cleaning and sweeping with its attendant dust is entirely eliminated.

Just as attractive in appearance as woven rugs—they are made with a firm, waterproof surface which a few seconds with a damp mop will keep clean.

Among the favored designs, *Gold Seal* Congoleum Art-Rugs are to be found those of real, satisfactory artistic merit.

They are made in a wide variety of beautiful patterns, appropriate for any room.

Popular Sizes—Popular Prices

Rug Color Chart Free

In addition to these sizes we supply rugs of any length, of these widths (1 yard, 1½ yards, 2 yards, 3 yards, 4 yards, 4½ yards, 5 yards, 6 yards, 7½ yards, 9 yards, 10½ yards, 12 yards), at the same prices per square yard. Send for the Congoleum booklet and Rug Color Chart. Both are free.

CONGOLEUM COMPANY OF CANADA, LIMITED

Factory and Office:

1270 St. Patrick Street, Montreal

GOLD SEAL CONGOLEUM ART-RUGS

Made in Canada

It certainly is a comfort to know that, for little money, you can get beautiful rugs that do not require laborious back-breaking care to keep clean.

The linen surface of *Gold Seal* Congoleum Art-Rugs can be made spotless in a moment. Just a few strokes of the mop! That's one big item of household drudgery eliminated!

Congoleum patterns are as attractive in design as woven rugs but far less expensive, and in addition—sanitary, flat-lying, waterproof and germ-proof. They are ideal for every room in your house. Gold Seal Congoleum Art Rugs represent the best rug value on the market.

Popular Sizes—Popular Prices

Look for the Gold Seal

CONGOLEUM COMPANY OF CANADA, LIMITED

Factory and Office:

1270 St. Patrick Street, Montreal, Que.

Rug color chart free

GOLD SEAL CONGOLEUM GUARANTEE

SATISFACTION GUARANTEED OR YOUR MONEY BACK

GOLD SEAL CONGOLEUM GUARANTEE

SATISFACTION GUARANTEED OR YOUR MONEY BACK

All-weather, all-season rugs, For indoors and outdoors—

On the porch—that's a comfort *Gold Seal* Congoleum Art Rugs are. Summer storms and dampness never harm them. They lie perfectly flat without fastening and never curl up or move about in the wind or when porch furniture is moved about.

To those who appreciate labor-saving devices these rugs with their sanitary, proof easy-to-clean surface are a real joy. A damp mop restores their rich, non-fading colors to their original brightness in a moment.

Besides the all-summery porch patterns, there are richly colorful and artistic designs that will brighten up the shady nooks of the summer cottage, bungalow or mountain camp.

At the season's end simple, light mopping makes them spick and span, ready for another season's use or for your residence.

Popular Sizes—Popular Prices

Color Chart Free

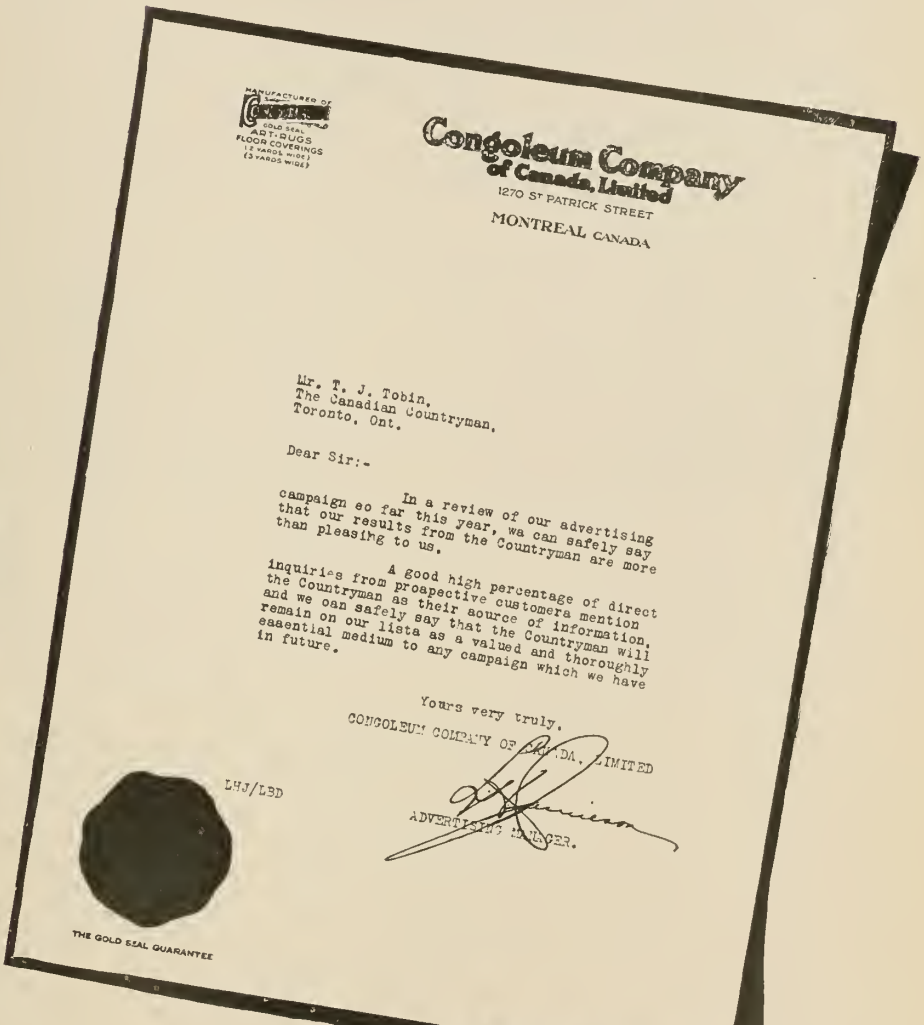
Write or mail your booklet "Modern Rugs for Modern Homes," showing all the patterns, their beauty and rich colorings.

CONGOLEUM COMPANY OF CANADA, LIMITED

Factory and Offices:

1270 St. Patrick Street, Montreal

Gold Seal CONGOLEUM


MANUFACTURED OF
GOLD SEAL
ART-RUGS
FLOOR COVERINGS
(2 YARDS WIDE)
(3 YARDS WIDE)
Congoleum Company
of Canada, Limited
1270 ST PATRICK STREET
MONTREAL CANADA
Mr. T. J. Tobin,
The Canadian Countryman,
Toronto, Ont.
Dear Sir:-
In a review of our advertising campaign so far this year, we can safely say that our results from the Countryman are more than pleasing to us.
A good high percentage of direct inquiries from prospective customers mention the Countryman as their source of information, and we can safely say that the Countryman will remain on our lists as a valued and thoroughly essential medium to any campaign which we have in future.
Yours very truly,
CONGOLEUM COMPANY OF CANADA, LIMITED
ADVERTISING MANAGER.
LHJ/LBD
THE GOLD SEAL GUARANTEE

GOLD SEAL CONGOLEUM GUARANTEE

SATISFACTION GUARANTEED OR YOUR MONEY BACK

Here's News for Thrifty Housewives—

Gold Seal Congoleum Art-Rugs fill a popular need for rugs of real beauty and service at low cost

They are as attractive in pattern as expensive woven rugs, far more sanitary, much easier to clean, and even in much cheaper.

They are made of a durable material with a smooth, waterproof, printed surface that's kept clean and sanitary with a mop. They require no tacking or fastening. You simply unroll them and there they are, clinging right to the floor, all ready for use.

There isn't a home where at least one Congoleum Art-Rug couldn't be used to advantage. In the large selections of patterns and colors, designed by the world's best rug designers, you will find appropriate coverings for every floor in the house.

Popular Sizes—Popular Prices

Color Chart Free

CONGOLEUM COMPANY OF CANADA, LIMITED

Factory and Offices:

1270 St. Patrick St., Montreal

GOLD SEAL CONGOLEUM ART-RUGS

Made in Canada

GOLD SEAL CONGOLEUM GUARANTEE

SATISFACTION GUARANTEED OR YOUR MONEY BACK

"This porch rug is a wonder, Peggy! Here we've been trailing salt water over it for weeks—yet it looks just as pretty as new."

This popular porch rug gets in a season's wear from foot and sand-scuffing over and over—hard. Summer showers drive in across it. Summer showers drive in and leave glaring colors down upon it. But rain and shine, sand and tear, have no effect upon the rich colorings and firm surface of Gold Seal Congoleum Art-Rugs. Weather-proof, waterproof, fadeless—they are perfect outdoor rugs.

Popular Sizes—Popular Prices

Color Chart Free

They are no trouble at all to take care of. Just mop them lightly—once in a while—not at all if they're not soiled. Sand-proof, they're shaken out easily. Rain or clean as a sweet breeze.

Earn as lazy, too. They hug the floor so tightly

CONGOLEUM COMPANY OF CANADA, LIMITED

Factory and Office:

1270 St. Patrick St., Montreal

GOLD SEAL CONGOLEUM ART-RUGS

Made in Canada—for Canadians—

GOLD SEAL CONGOLEUM GUARANTEE

SATISFACTION GUARANTEED OR YOUR MONEY BACK

Look for the Gold Seal

Gold Seal CONGOLEUM ART-RUGS

The Ideal Porch Covering and Summer Rug—

It's such a relief not to have to rush out and roll up the rug whenever a shower threatens! Simply turn with its rich colors bright and fresh above all in a second. The smooth, firm surface is absolutely waterproof.

The dust of the street may be tracked over your *Gold Seal* Congoleum Art Rug—furniture dragged across it—but modern floor-covering is built to sturdily withstand the hardest wear and weather.

The strongest summer breezes will not ruffle the edges of Congoleum—it lies perfectly flat without fastening of any kind.

And in addition to these features—and the right thing in the world to clean—just a light mopping leaves it clean as a whistle.

Popular Sizes—Popular Prices

Look for the Gold Seal

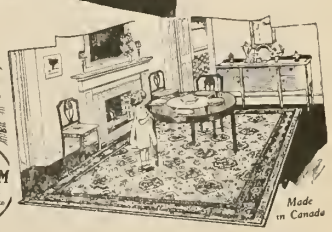
Rug Color Chart Free

CONGOLEUM COMPANY OF CANADA, LIMITED

Factories and Office:

1270 St. Patrick St., Montreal, Que.

Made in Canada—for Canadians—by Canadians



GOLD SEAL CONGOLEUM GUARANTEE

SATISFACTION GUARANTEED OR YOUR MONEY BACK

Made in Canada

Says mother—

"With such a busy little helper and the new Congoleum Rug, my dusting room given me few worries!"

Busy mother and her little helper and the new Gold Seal Congoleum Art-Rug—many and the result few minutes with a damp mop and the smooth, waterproof surface is clean and open, bright and level!

And there are many, many more practical, durable rugs reproducing the beautiful patterns of highly expensive woven rugs but over flat, firm floors without fastening of any kind.

There is perfectly flat on the floor without fastening of any kind.

In every room in the house you will find a Gold Seal Congoleum Art Rug most suitable in design and color, and in every size. Your dealer is displaying a variety of charming patterns in these long wearing, economical rugs.

Look for the Gold Seal

Popular Sizes—Popular Prices

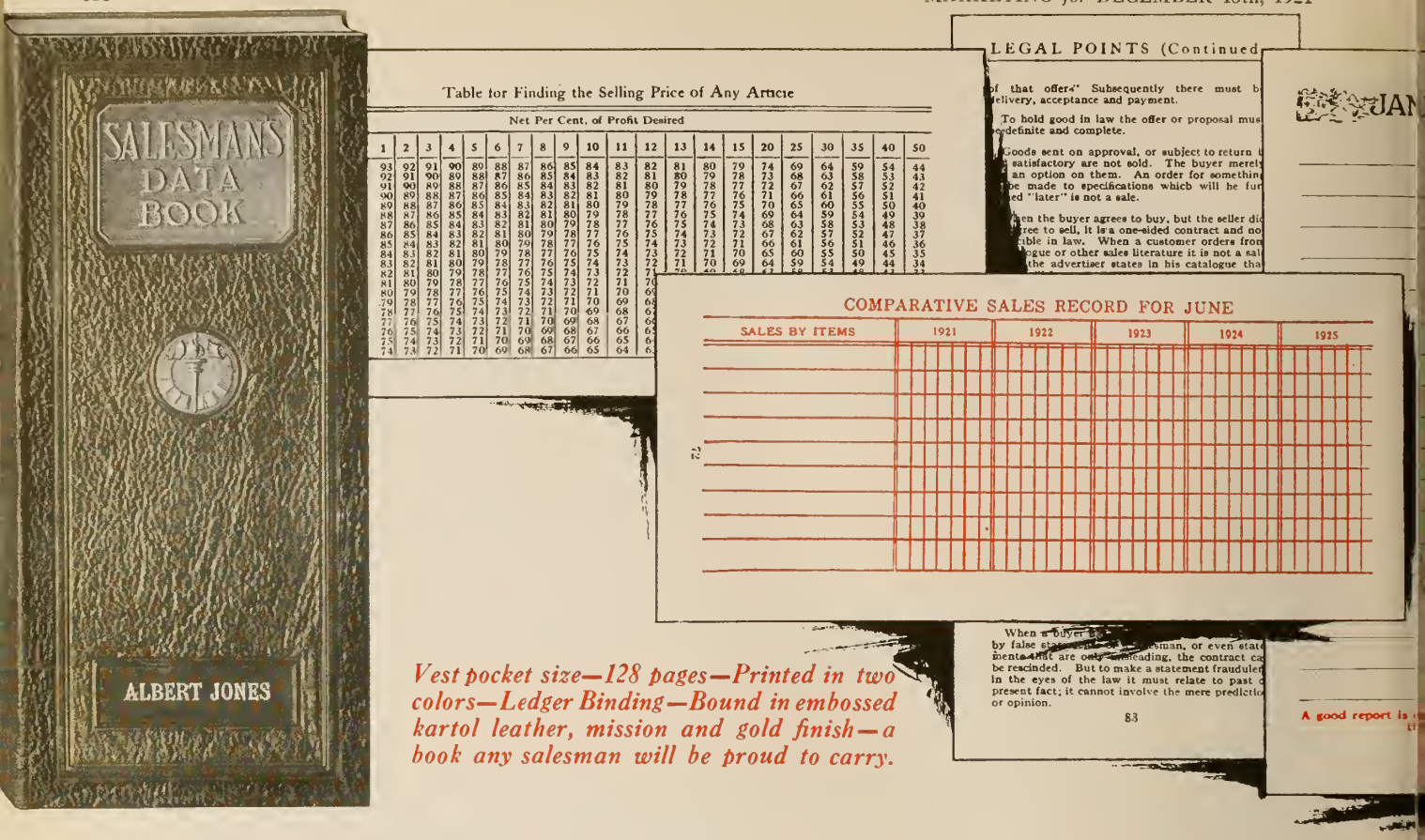
Color Chart Free

CONGOLEUM COMPANY OF CANADA, LIMITED

Factory and Office:

1270 St. Patrick Street, Montreal, Quebec

GOLD SEAL CONGOLEUM ART-RUGS



Vest pocket size—128 pages—Printed in two colors—Ledger Binding—Bound in embossed kartol leather, mission and gold finish—a book any salesman will be proud to carry.

Advance Purchasers *of* Salesman's Data Book

Zenith Carburetor Co.	19
Humphrey Co.	15
Periodical Publishing Co.	12
Bay State Milling Co.	31
Brazilla Co.	12
La Crosse Clothing Co.	24
Duluth Paper & Stationery Co.	12
Roundy, Peckham & Dexter Co.	30
Sunbeam Domestic Appliance Co.	12
Bridge & Beach Mfg. Co.	24
National Carborn Co.	12
Argus Mfg. Co.	36
Fritzsche Brothers, Inc.	18
Gaw-O'Hara Envelope Co.	26
American Crayon Co.	12
Sill Stove Works	12
Dague Business College	12
A. C. Gilbert Co.	12
Millwood-Brackett Co., Inc.	12
Electric Smelting & Aluminum Co.	12
H. B. Glover Co.	38
The Massey Hdw. Co.	12
Seamans & Cobb Co.	25
Simonds Mfg. Co.	125
Wiley-Bickford-Sweet Co.	12
Bemis Bro. Bag Co.	12
Southwest Cracker Co.	17
Huntington Rubber Mills	12
Fuller Brush Co.	12
Holophane Glass Co., Inc.	12
The Economy Service	12
Davol Rubber Co.	15
Fisk Rubber Co.	24
Wm. L. Gilbert Clock Co.	12
H. Wilensky & Sons Co.	12
Dayton Power & Light Co.	12
Steves Sash & Door Co.	12
U. S. Hoffman Sales Co.	12
Wilmort Mfg. Co.	18
Pacific Desk Co.	24
The Denney Tag Co., Inc.	44
Index Visible, Inc.	48
R. S. Stokvis & Sons, Inc.	12
The Mennen Company	21
The Alling & Cory Co.	12
The H. Black Co.	32
National X-Ray Reflector Co.	30
R. Wallace & Sons Mfg. Co.	12
Central City Chemical Co.	15
Richmond Hosiery Mills	100
Cardinal Phonograph Co.	12
Fischer Lime & Cement Co.	12
Globe Gazette Printing Co.	18
The Fireproof Products Co.	19
The Bristol Co.	24

Just What Your S

THE DARTNELL SALESMAN'S DATA BOOK for 1922 was brought out to provide a compact vest-pocket data and record book for the special use of men who sell things. It enables them to keep a record of "futures," call backs and appointments, systematically and conveniently, in a specially arranged section. It includes a section arranged for listing month by month sales totals, permitting a salesman to see at a glance whether he is improving or deteriorating as a salesman. It gives valuable tabulated data in the form of selling costs, equivalent discounts, interest tables, etc. In fact each page is one that a salesman can use advantageously.

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Some of the Useful Data This Han

Selling Pointers: Pithy paragraphs by notably successful salesmen like Norval Hawkins of the General Motors Co., Saunders Norvell of McKesson & Robbins; Jack Jones of Alexander Hamilton Institute; and others. Will help salesmen to bigger accomplishment.

Facts About Cities: Trading population as estimated by city clerks of 300 leading cities, together with name of best commercial hotel, number of rooms in the hotel, and population according to 1920 census.

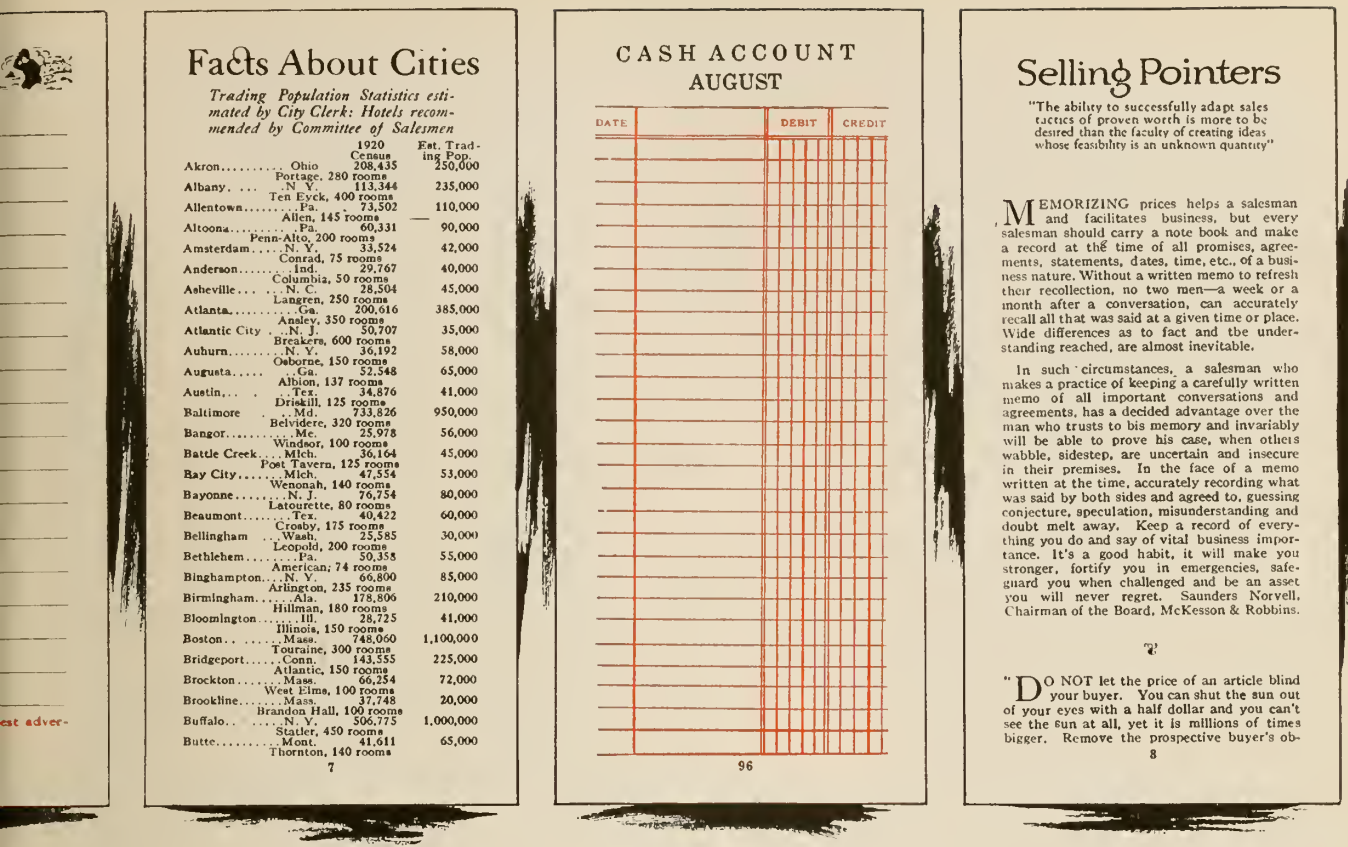
Legal Points which have a bearing on a salesman's work and which he should have at hand for reference when needed.

Appointments and Call-Backs arranged by weeks and months so that a salesman will have an automatic check on himself. At the foot of each page IN RED is an appropriate quotation from letters of leading sales managers to their salesmen.

Comparative Sales Record ruled and arranged so that a salesman may keep a record of his sales, classified by items, over a four year period for each month in the year. Shows whether he is improving or back-sliding.

Credit Essentials: Tabulation of vital points which a salesman should keep before him when looking into the financial responsibility of an old or new customer.

Orders for the Salesman's Data Book should be sent direct to **"Marketing" 53 Yonge St**



Facts About Cities

Trading Population Statistics estimated by City Clerk: Hotels recommended by Committee of Salesmen

		1920 Census	Est. Trading Pop.
Akron	Ohio	208,435	250,000
	Portage, 280 rooms		
Albany	N. Y.	113,344	235,000
	Ten Eyck, 400 rooms		
Allentown	Pa.	73,502	110,000
	Allen, 145 rooms		
Altoona	Pa.	60,331	90,000
	Penn-Alto, 200 rooms		
Amsterdam	N. Y.	33,524	42,000
	Conrad, 75 rooms		
Anderson	Ind.	29,767	40,000
	Columbia, 50 rooms		
Asheville	N. C.	28,504	45,000
	Langren, 250 rooms		
Atlanta	Ga.	200,616	385,000
	Ansley, 350 rooms		
Atlantic City	N. J.	50,707	35,000
	Breakers, 600 rooms		
Auburn	N. Y.	36,192	58,000
	Osborne, 150 rooms		
Augusta	Ga.	52,548	65,000
	Albion, 137 rooms		
Austin	Tex.	34,876	41,000
	Driskill, 125 rooms		
Baltimore	Md.	733,826	950,000
	Belvidere, 320 rooms		
Bangor	Me.	25,978	56,000
	Windsor, 100 rooms		
Battle Creek	Mich.	36,164	45,000
	Post Tavern, 125 rooms		
Bay City	Mich.	47,554	53,000
	Wenonah, 140 rooms		
Bayonne	N. J.	76,754	80,000
	Latourette, 80 rooms		
Beaumont	Tex.	40,422	60,000
	Crosby, 175 rooms		
Bellingham	Wash.	25,585	30,000
	Leopold, 200 rooms		
Bethlehem	Pa.	50,358	55,000
	American; 74 rooms		
Binghampton	N. Y.	66,800	85,000
	Arlington, 235 rooms		
Birmingham	Ala.	178,806	210,000
	Hillman, 180 rooms		
Bloomington	Ill.	28,725	41,000
	Illinois, 150 rooms		
Boston	Mass.	748,060	1,100,000
	Touraine, 300 rooms		
Bridgeport	Conn.	143,555	225,000
	Atlantic, 150 rooms		
Brockton	Mass.	66,254	72,000
	West Elms, 100 rooms		
Brookline	Mass.	37,748	20,000
	Brandon Hall, 100 rooms		
Buffalo	N. Y.	506,775	1,000,000
	Statler, 450 rooms		
Butte	Mont.	41,611	65,000
	Thornton, 140 rooms		

7

CASH ACCOUNT AUGUST

DATE		DEBIT	CREDIT

96

Selling Pointers

"The ability to successfully adapt sales tactics of proven worth is more to be desired than the faculty of creating ideas whose feasibility is an unknown quantity"

MEMORIZING prices helps a salesman and facilitates business, but every salesman should carry a note book and make a record at the time of all promises, agreements, statements, dates, time, etc., of a business nature. Without a written memo to refresh their recollection, no two men—a week or a month after a conversation, can accurately recall all that was said at a given time or place. Wide differences as to fact and the understanding reached, are almost inevitable.

In such circumstances, a salesman who makes a practice of keeping a carefully written memo of all important conversations and agreements, has a decided advantage over the man who trusts to his memory and invariably will be able to prove his case, when others wabble, sidestep, are uncertain and insecure in their premises. In the face of a memo written at the time, accurately recording what was said by both sides and agreed to, guessing conjecture, speculation, misunderstanding and doubt melt away. Keep a record of everything you do and say of vital business importance. It's a good habit, it will make you stronger, fortify you in emergencies, safeguard you when challenged and be an asset you will never regret. Saunders Norvell, Chairman of the Board, McKesson & Robbins.

"?"

"DO NOT let the price of an article blind your buyer. You can shut the sun out of your eyes with a half dollar and you can't see the sun at all, yet it is millions of times bigger. Remove the prospective buyer's ob-

8

lesmen Have Been Wanting

nt feature in the 1922 Salesman's Data foot-notes which are imprinted in bold red ot of suitable pages. Each foot note carries with selling thought or idea which will help to make who carries the book a bigger and better sales- ryptic messages accomplish in two or three lines three hundred page books often fail to do. There al pages of practical selling suggestions contrib- who have attained national prominence as suc- ss getters and builders and who have climbed to ınd sales tactics.

The 1922 Salesman's Data Book is especially suited for presenting to your salesmen at the start of the New Year, or in the ordinary course of business. It is beautifully bound and printed, making a gift that you will be proud to give to even the most fastidious salesman. It is being ordered extensively for presenting to jobbers' salesmen, dealers' clerks, and others affiliated in any way with the sales end of the business. On orders of one hundred and over an extra printed section can be inserted at a small additional cost. Books can be stamped in gold with salesman's name if desired at a charge of twenty-five cents extra.

Book Contains

es of Selling Prices, Equivalent ounts, Interest, etc. together with brief informa- ving short cuts which a salesman can use rking out mathematical problems relating sales work.

onal Income & Expense Record ed for a salesman's use in connection with g up his income tax. A page for every

ook also contains a section for memoranda, scs, postal information, parcel post rates erent zones, books for salesmen, automobile ation, tire record, identification page and useful material.

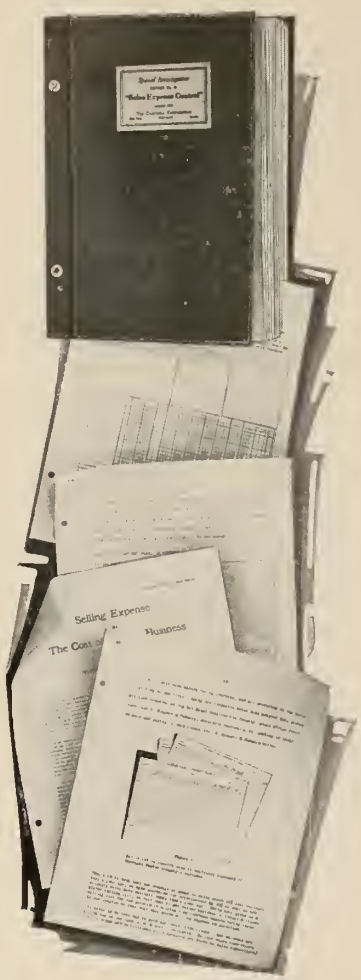
ronto and will be filled from Chicago subject to Custom's charges

Special Holiday Offer

As a special inducement to encourage the giving of these NEW Data Books to salesmen as a Holiday gift we have prepared a special Christmas mailing carton. The carton is embellished with suitable holly designs, and has label attached. On all orders received up to and including December 20th we will include WITHOUT EXTRA CHARGE a sufficient supply of these Holiday mailing cartons to mail the books to individual salesmen.

Single copies of the book unstamped with any name will be sent on approval to any sales executive wishing to examine it. Stamped books cannot be returned for credit.

Prices: Single Data Books $1.25; In lots of one dozen or more $12.00 a dozen. One hundred or over $85.00. Stamping salesman's name (one line only) in gold 25 cents each.



Sales Expense Control

The recent Convention of the Association of Canadian Advertisers devoted half a day to discussing this perplexing present-day problem. In the cost-cutting that has been going on, it is largely with salesmen's expenses that the sales department is expected to do its share—and with many concerns it is no small item.

One of the largest concerns on the continent recently called a conference of executives to decide how $300,000 could be cut from this year's sales budget. In addition to the results of this conference, a great mass of information regarding the methods of other concerns in curtailing sales expense without curtailing sales, has been prepared in the form of a report which covers, among other things:

How to Lay Out a Practical Sales Budget.
29 Ways to Cut Expense .
Plan for Checking Up Expense Accounts.
Complete Plan for Handling Salesmen's Expenses.
More Sales With Fewer Samples.
Specimens of Successful Sales Expense Forms.
How to Stage a "Work More, Sell More, Spend Less" Campaign.
Selling Salesmen the Thrift Idea.
Cutting Salaries Scientifically.

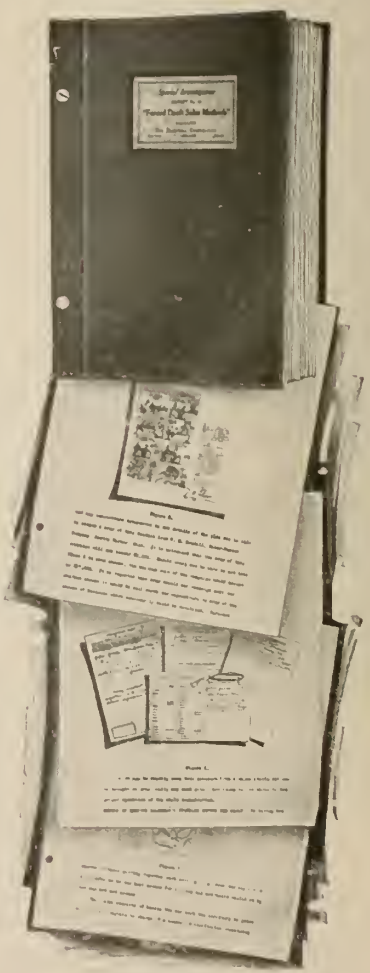
The report also includes a number of reproductions of letters and bulletins sent out by various concerns in many lines of business to impress upon their salesmen the urgency of getting expenses back to a 1914 basis.

This report has been used to splendid advantage by scores of firms. One purchased fifty copies so as to put it in the hands of every branch manager. Another writes that it will enable them to save at least $5,000 this year.

In loose leaf style with binder,

Price $2.50

on approval



Forced Draft Sales Methods

If it will interest you to learn how the Monroe Calculating Machine Co., Evinrude Motor Company, Kalamazoo Loose Leaf Binder Co., Otis Elevator Co., Yawman & Erbe and many other firms in representative lines of business have been able to keep the sales curve from dropping by special sales effort—

If you are wondering what more you can do to overcome the stiffened sales resistance—and are willing to draw on the experience of other successful firms in dealing with similar conditions—

Get this report—especially prepared in an endeavor to aid sales managers in the battle that is now on. Full working data on a number of noteworthy sales plans will be found in this report. Among the subjects covered are:

How Baker-Vawter Put Sales Pressure Where Needed.
Giving the Low Man an Added Incentive.
Making Every Salesman a Manager.
A Plan for Getting Salesmen to Open New Accounts.
Bringing More Buyers Into the Dealer's Store.
More Calls Per Salesman. How to Get
Eight Plans for Getting More Business.
Suggestive Letters to Salesmen. etc.

So certain are we that you will find the information in this report worth far more than its cost that we gladly send it on approval to responsible firms, to be returned if unsuited to your needs.

In loose leaf style, with binder.

Price $3.00, on approval

"MARKETING" 53 Yonge St. Toronto

THE WEAKNESS OF THE "WEEK" APPEAL

"Buy Now!" Week and other advertising featuring a "Week" as a reason for buying has been overdone—and is poor argument in any event. Should be better reasons for buying, argues this critic.

ADVERTISING campaigns that feature certain "days" or "weeks" come in for some heavy bombardment at the hands of a critic in the New York *Wall Street Journal*. While the locality in which the *Journal* makes its home may not be above suspicion as an ideal spot in which to cultivate a taste for the ethical in buying and selling, the strictures of the writer in this case are both pertinent and interesting.

One objection urged against the buyers' "week" campaign is that it gets away from the first principle of advertising, namely, the seeking for deserved preference in meeting genuine needs. If price and quality are not sufficient to induce sales, other appeals are out of place, and if these two essentials are omitted, the reader is quick to suspect there is something wrong with one or the other or likely enough with both. This objection itself ignores another fundamental in advertising which not infrequently has little to do with price; that is the selling point of service which is becoming more and more the main appeal of the big advertising campaigns.

Not Good Psychology

The writer is on surer ground when he questions the psychological wisdom of those campaigns whose slogan is a reiterated cry to "Buy—Buy Now," and whose only incentive to purchase is that a "day" or "week" has been arbitrarily chosen by some obscure committee during which the buying is to be done, irrespective of the consumers' needs. Efforts to revive buying by such methods is condemned as bad psychology and worse business.

"If confectioners can put forward no better reason for buying their candy than a day the industry is in a truly parlous state," asserts the critic, selecting only one victim from a choice of many. He maintains that the choice of buying or not buying, either now or a month hence, is a man's own business. The prospect naturally resents any insinuation that what he regards as thrift is met by the advertiser with a thinly veiled sneer. He kicks against being urged to buy for buying's sake, and at being told by inference that he is a "regular fellow" only if he steps up with his cash on the date specified. "The whole basis of an intended appeal made in that fashion is wrong, either as advertising or as economics, and aside from the feeling of the individual."

"Necessity is not a fixed standard, but such as it is it must govern the volume of trade," is a maxim that most advertisers will agree with. The writer points out that a diamond merchant cannot urge his wares upon a prospective buyer on the ground that the latter has the money and the former wants it, and still less on the plea that the individual who does not display gems will be regarded by the trade as a person of no consequence. He must endeavor, without insulting them, to reach those to whom diamonds are or can be made a necessity. Merchants should have done with "days" and the played-out pretense that goods are offered below value, with the veiled implication that refusal to spend freely is in itself contemptible, or has anything to do with the idleness of anyone who should be employed.

Negative Effect

There is another aspect of the case with which the critic has not concerned himself. It is, that the "day" and "week" appeal in advertising for special goods or trades has been worked almost to the point of exhaustion. He was an original genius who first conceived the idea in order to clear his shelves of accumulated stock. He hit on a novelty that no doubt brought its rich reward.

But the inevitable penalty following the birth of nearly all great ideas is that they are worked to death. In this case the usual host of imitators and adaptors made their appearance. Special "days" and "weeks" and even "months" were designated during which the world should be enlightened respecting the merits of certain goods or service, the fond hope being that the world would make a beaten track to the advertisers' doors.

The florists, in particular, have succeeded in commercializing sentiment by securing a corner on "Mother's Day," with the result that that date has shed much of its sentimental meaning and become associated with a movement that means a very considerable, if temporary, rise in the cost of flowers. The tobaconnists have endeavored, not very seriously, to institute a "Dad's Day," but in this case your smoke costs you no more. Recently we have had a "Perfect Package Month," "Laundry Week," "Candy Day" and "Telephone Week," to give a selection only. If there really is anything in the idea, there seems no valid reason for not extending it indefinitely. There is hardly a trade that could not appropriate a day, (if application be made well in advance) to be set apart in the sacred interests of increased sales. Why not a "Shoe Lace Week," a "Buy Your Own Matches Week," a "Hot Bath Week," a "Toothpick Day" or even a "Chewing Gum Day?"

'Week". Appeals Getting Weaker

A third objection sometimes urged against the "week" campaigns is their negative effect upon the consumer. It is urged that to concentrate the buyer's attention upon purchasing flowers on "Mother's Day" will have a tendency to discourage similar investments on all other days of the year. To emphasize that gum or candy can appropriately be purchased on a certain Saturday is apt to discount the remaining Saturdays of their gum and candy appeal.

If this is a sound objection, all that is necessary is to give the idea a new twist that will instil it with renewed life. Variety is the salt of advertising, and while it is possible to continue advertising conservatively and without change over a long period, if novelties or "stunts" are introduced they soon lose their effectiveness unless variety is constantly being introduced.

EDITORIAL COMMENT

Why Christmas Stays Sold

IT is because Christmas is the best advertised thing in the world that it stays "sold" year after year, generation after generation.

Every man, woman and child is sold on Christmas. Strictly speaking, there are no Scrooges. Dickens created and converted his famous character merely to present a contrast that would provide a tale on which to hang a moral. The moral was that, notwithstanding any appearances to the contrary, Christmas is enshrined in the heart of humanity.

Thanks to the unrestricted publicity it has enjoyed, Christmas, as a universal festival, is the out-of-sight leader of all other holidays. This was not always so. Originally it was a pagan feast, and it by no means headed the list of such functions. Later, it was moulded into the ecclesiastical system by astute clerics. Other festivals were similarly incorporated, but with one or two exceptions, notably Easter, these high days and holidays have fallen into the limbo of forgotten things. None of them at its best ever saw anything remotely resembling the vogue that Christmas now enjoys.

Year by year the Spirit of Christmas spreads its wings wider, and greater and greater numbers come under its sway. Christmas Day is the one date on the calendar that no one can forget, try how hard he may. It is possible for a man to become befogged concerning the anniversaries of his birth and marriage, but if "December Twenty-five" could ever be to him a date and nothing more, it would mean that he had passed well into the shadows that mark the epoch of the "lean and slippered pantaloon."

Christmas is graven on the heart of humanity. Its obligations do not rest lightly either on the individual or the public conscience. Much of its gaiety may be thoughtless and selfish, but its advent opens wide the sluice gates of joy and pity and service so that none can altogether escape the ensuing flood.

Christmas stays sold because it is the best advertised thing in the world. Pulpits, newspapers, magazines, books, all feature it. It would be impossible during the season to find a store window that did not suggest it. Most of them crowd out all else. Christmas is irresistible and inescapable because its power to cleanse, enoble and radiate gladness have been heralded through the ages as with a silver trumpet. Publicity—copious, constant, concentrated—has made it immortal.

* * *

Remember The Buyer

THERE is an old adage to the effect that "well bought is half sold." Judging by the vastly greater proportion of business literature, this pregnant truth is almost forgotten. There is more than a tendency to glorify the man who sells and to ignore altogether the buyer of the same firm whose successful operatioins contribute so often to make successful selling possible.

At this season of the year it is borne in upon the average citizen that business does not depend exclusively upon selling. With every man of us turned for the nonce into a buyer of Christmas gifts for a more or less extensive family and social circle, it becomes evident to the most thoughtless that to function successfully on a large scale in such a position calls for a wide variety of gifts. To the harassed seeker after the appropriate and not-too-expensive, there comes, at Christmas time, a profound conviction that the buyer is a functionary whose merits have not been heralded as they deserve.

On a small scale, the Christmas shopper comes face to face with the nerve-racking, hair-thinning problems that daily face the buyer in every business concern. He realizes that the modest individual who hides in the buying department is, after all, a very important cog in the machinery. Much has been made of the "Star Salesman." He is the spoiled darling of the Sales Department. He is clothed in worsteds and fine linen and fares sumptuously every day. He is feted and honored and pampered, and the sales manager takes his pen quickly and writes O.K. across the face of the favored one's expense sheet. Mountains are lowered for him, and valleys raised, by advertising campaigns. Every morning a night letter beside his breakfast cereal charms away the agony of provincial hotels and sends him with a smile and the glad hand to walk around the depressed buyer as a cooper walks around a cask. He returns home for further lionising, to smoke the boss's special brand of cigars, and to see his name well up in the sales contest competition.

Not so the buyer whose careful purchasing of the raw material, or stock, or whatever it was, has made the triumphant tour a possibility. He may have cornered the market in chicle, or flax, or leather, or lard, but, no matter—the salesman will get the credit for the resultant sales. The world will never know the part the buyer played. The man who got the contract signed, be it for a bridge, or a thousand dozen of underwear, is the hero of the hour. He will get the watch fob and the bonus check. The power behind the scenes, the man who bought the steel or the wool, will be given a seat below the salt at the salesmen's annual banquet.

But at Christmas time the buyer emerges from his obscurity for a fleeting moment. The boss may notice him. In any case, those of us who are, or who are about to be, engaged in the delicate and intricate task of supplying the pressing and multifarious needs of our home markets, will remember him with an appropriate regard.

* * *

The folly of having something bad and advertising it as good is only equalled by the folly of having something good and not advertising it at all.

* * *

Enterprise may get new business but service holds old business. Enterprise plus service means lasting success.

* * *

The man who would buy his own product in preference to any other, if some other fellow were making it, is giving his customers a square deal.

* * *

Business forecasts for 1922 do not suggest a miraculous return to the "good times" that went by the board two years ago. Silk Hat Harrys will still be outclassed by the Shirt Sleeve Brigade. In other words, the worker has nothing to be afraid of during the coming New Year.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Window Trimmers Boost Sales

Certain salesmanagers maintain staffs of expert window display men who go from town to town trimming the windows of the firm's dealers free of charge. Their work is to help the dealer sell—not to sell the dealer. They are carefully trained in the principles of good display as applied to the firm's goods. Each man has his own territory in which the regular salesman books as many displays as are practicable for the display man who follows him. In most towns his time is fully booked up. Although the display is quickly and easily installed, it takes quite a little time to dismantle, with the result that it remains in the window, on an average, for a fortnight. Contests with cash prizes spur on the trimmers. They are popular with the dealers because their mission is not to sell, but to show their clients how to make more money. They act as trade scouts, sending in detailed and valuable information on competition and trade conditions. They create no end of goodwill and their work greatly increases sales for their firm.

How Many Uses Has Your Product?

The DeLaval Separator Co. has found that an article, such as their cream separator, can be put to more uses than that for which it is ostensibly sold. The company is now making centrifugals for reclaiming and purifying oil and gasoline. They will be used in engine rooms on sea and land, in petroleum plants, laboratories, and wherever there are two liquids of different specific gravities to be separated. They will also remove solid impurities from fluids where the former settling and filtering systems were ineffectual. It has transpired that there are few other lines of machinery that have a greater field of usefulness than the DeLaval centrifugals. An oyster grower on Long Island uses one to separate the young oysters from the water in which they are kept. A watch case manufacturer has one to reclaim the cutting oil used in the machines on which watch cases are engraved and machined, thus saving the oil and the gold and silver turnings.

Two Brushes For One

When in Toronto recently, Chas. H. Mackintosh, president of the Associated Advertising Clubs of the World, declared that retail clerks could greatly increase sales by making practical suggestions to their customers. He illustrated the point by suggesting that drug store clerks should point out the desirability of purchasing a new toothbrush every month. Another suggestion along the same lines has been made that two tooth brushes should be put up in the same package, one brush labelled "Good Morning," and the other labaelled "Good Night." A great number of people brush their teeth morning and night, and are either compelled to use two brushes or one that has not dried from the last using. The novelty of the idea would undoubtedly command large sales and it would have the added advantage of encouraging the better care of teeth.

Making The Old Line Sell The New

When Wrigley introduced his "Doublemint" gum to dealers some years ago, he did so by premium inserts in "Spearmint" packages. Inside each package was a coupon insert advertising the new variety, and offering, within a certain time limit, one box of the new brand provided the dealer bought one or more boxes of Spearmint. These inserts were redeemed from the jobbers by the manufacturers. This method amounted to giving away a free box of Doublemint, but it made the dealer appreciate and push the new brand by placing a value upon the package insert. The entire campaign was made self-supporting, since an additional order for Spearmint, the regular and well-known brand, was required to get the free goods.

Card Index Your Selling Snags

A pickle salesman had brought a merchant to the point where the latter was groping for excuses for refusing to order. Taking from his pocket a bunch of little cards, the salesman said:

"Mr. Jones, there are only twenty-seven possible objections against our line of pickles. I have them all down here on these cards. I might say that I also have the answers neatly written down under them. So, if you will advance all your objections rapidly I will read the answers promptly and that will satisfy us both and save some time."

"You see," continued the salesman, "when I first went on the road I was new at the pickle game and a lot of the objections you buyers put up rather puzzled me and now and then lost me an order. So I got busy and put down on cards all the objections that were put up to me. Then I wrote down the right answers and memorized them. Would you like to go over this list with me?"

Rather amused, the merchant went over the list, and finally the salesman said, "Now that we've got to the end of the list, I'll put you down for the following:"

From there on it was nothing but a matter of deciding on quantities.

The Seven Points of a Salesman

RECENTLY a sales manager sent this question to 125 business men: "What impresses you most when a new salesman calls on you and tries to sell you something." The replies were as follows:

Knowledge of his business	25
Appearance	24
Personality	17
Sincerity	16
Courtesy	12
Concisenss	11
Enthusiasm	6

The Liason Officer In Business

During the war a liaison officer was the connecting link between armies, through which the commanding officers communicated to each other. His value was immense.

A returned officer occupying an executive position with a large concern noted the lack of team work and the absence of a get-together spirit among the various departments. Recalling the work of the liaison officer in the army he selected a young man whose experience had given him a knowledge of the working of most of the departments, and appointed him "liaison officer" of the company.

His work brought him intimately in connection with the workings of the advertising, sales, promotion, shipping and credit departments.

One of his first jobs was to make a close examination of the service being given customers. When a customer was lost, his complaint was traced back through the various departments until its source was found. Corrections were made.

The sales force was lead to take an increase dinterest in the firm's advertising and the spirit of doing something just for the sake of it, was fostered.

Correspondents did their best to get a more personal note into their letters, avoiding the usual stereotyped phraseology that sends cold shivers down the reader's back. The effect of the warmer-toned letters was not at once apparent, but, by degrees, made itself felt.

The fraction between the sales and credit departments, resulting from the latter turning down orders from salesmen, grew less, because each department was given an opportunity to learn the value of each other's work and the part each played in doing business.

An important point brought up during the examination of the accounting department's methods was a careless habit of continuing to bill a customer for an order for which some dispute had arisen. This practise was shown up by the liaison officer.

The advertising department gained from a closer co-operation with the sales and manufacturing departments.

Samples Always In Sight

A veteran shoe salesman for many years carried openly in his hands a specimen pair of his season's samples. Attached to the shoes was a large yellow tag, which read:

"This is the kind of shoes I sell. I represent Blank & Co. They make the best shoes on earth. Ask me. I'll talk about them any hour of the day or night. Peter Smith, representative in this territory."

The sample pair of shoes was Smith's constant companion. He set them down on the floor beside him as he lounged in a hotel lobby. Instead of using the conventional calling card, it was his custom to send in this pair of shoes to the prospective customer. The novelty of the idea nearly always won him an instant hearing.

HOW I KEEP TAB ON MY TERRITORY

Failure of salesmen to thoroughly work their territories cause of serious sales leakage. An interesting charting plan for checking up each salesman's territory, fixing quotas, etc., from the *Hardware Salesman.*

DURING the last annual convention of the sales force of one of the largest concerns in the country the question of territories came up. Some of the salesmen were dissatisfied with their territories. They were too small, or had been worked to death, or conditions were too bad to warrant working them.

The vice president jumped to his feet and ordered the meeting stopped.

"Before we talk any more about territories I want to stop the meeting a moment or so while I get my shoes shined." He rushed a messenger out to the wash room to secure a boy to shine his shoes.

The boy came in, quickly shined the vice president's shoes and started to leave the platform.

"Wait," said the vice president, "I want every salesman in this meeting to get a look at you. I want them to hear about how you have handled your territory."

He Didn't Work His "Territory"

Continuing his talk, while the abashed shine boy stood wondering what it was all about, the vice president said:

"When we decided to keep a shine boy in the wash room we offered him four dollars a day. The first boy took in less than three dollars a day. We fired him and got another boy who we thought would take more interest in his work. He did even worse. Both these boys were fully satisfied with four dollars a day. Neither of them made the slightest effort to actually earn more than four dollars a day. It was enough for them. They should worry about trying to earn more because the house was guaranteeing them $4 a day anyhow.

"When the third boy was secured it was explained to him that he was to be guaranteed $4 a day, but that it would be possible to earn considerably more. He started in to 'work his territory.' With the same location, same prospects, the same number of potential customers this third boy—the fellow you see here in front of you is now earning from $11 to $17 a day." The vice president had to say nothing more during the convention about territories. All the salesmen realized that they had plenty of territory to keep busy in.

This is not going to be an article on territory, but the writer was present at the convention the day the boot black incident came up—and it impressed him so much that it is related here just as a reminder that we can all get a lot more out of our own territories than we have been getting.

It is one thing to sit down and think of all the business we are not getting and quite another thing to go out and get that business, but one of the first steps toward increasing the volume of our orders is to ascertain what business we are not getting. Then it is easy to decide which lines to concentrate on to increase our business.

What is Territory Worth?

Before me is an estimate of the paint used on the farms of a number of states. At random we will select a good average farming county—one in a district that is fairly typical of thousands of farming counties. We find that this county has 3425 farm homes. Based on the average consumption of paint per year per farm, we find that there is sold in this county $68,580 worth of paint per year for farm homes alone.

The population of this county is 37,497 according to the 1920 census. Taking this county as an average you can easily find out what per cent. of the paint business of your territory you are getting, by multiplying the population of all of the counties in your territory by $1.73 the amount per capita of the total expenditure for paint used on farms. While this figure will not always be correct it will serve as an approximate guide to the amount of paint business you are getting, as compared with the total.

Perhaps you do not consider the paint end of your business as important as other lines, but stop for a moment and think what a good paint trade means. It means more sales of paint brushes, ladders, rope and cutlery. What is more. When a house is painted it means the sale of hardware. Painting always calls for a certain amount of repairing, because no one is going to leave the gate sagging at one end, or with one hinge missing when the fence and the house have just been painted. Sell the lines that stimulate the buying of more hardware.

A recent investigation of a certain town in a prosperous territory revealed some interesting facts about the possibility of increasing the hardware business. This investigation was made by a veteran hardware salesman who had been given the territory to develop for his house. This particular town had never been worked by his house before. In fact his whole territory had never been worked by any other representative of his house.

Competition was well intrenched. At least half a dozen other big hardware wholesalers were working the territory. So this salesman decided to make a thorough investigation of the business in one town in order to determine what lines of hardware were susceptible to the greatest increase in business.

What One Salesman Learned

In this town there were four hardware stores (all the towns in this territory were small). Not one of them had a regular established automobile accessory and supply department. True, two of them did carry automotive equipment, but it was handled in a haphazard manner. The other two did not bother with automobile accessories at all.

One of the stores had a fair stock of electrical goods, while the other two had only a few staple items. None of the stores were buying stoves from hardware jobbers. All of them bought direct. Investigation showed that practically none of the hardware salesmen visiting the town had made any effort to sell stoves. One of the stores had bought a few oil stoves, and another had two small oil heaters in stock. This showed that the territory held vast possibilities for a man who could help the dealers increase their stove

When fishing's poor— look to your bait/

GOOD advertising copy, important at all times, is indispensable in times when markets are somewhat restricted, and competition unusually strong.

Our advertisements are written by men in close contact with, and who have made a careful study of each of the accounts for which they prepare copy. Our method of handling copy production, combines all the advantages of preparing advertisements in your own advertising department, with the expert knowledge gained through our years of experience in preparing a great number of advertisements for a wide variety of commodities.

A representative will be glad to call and give you full information regarding our organization.

THE H·K·McCANN COMPANY LIMITED
A Complete Advertising Service
14 King Street East ~ TORONTO

TRUTH WELL TOLD

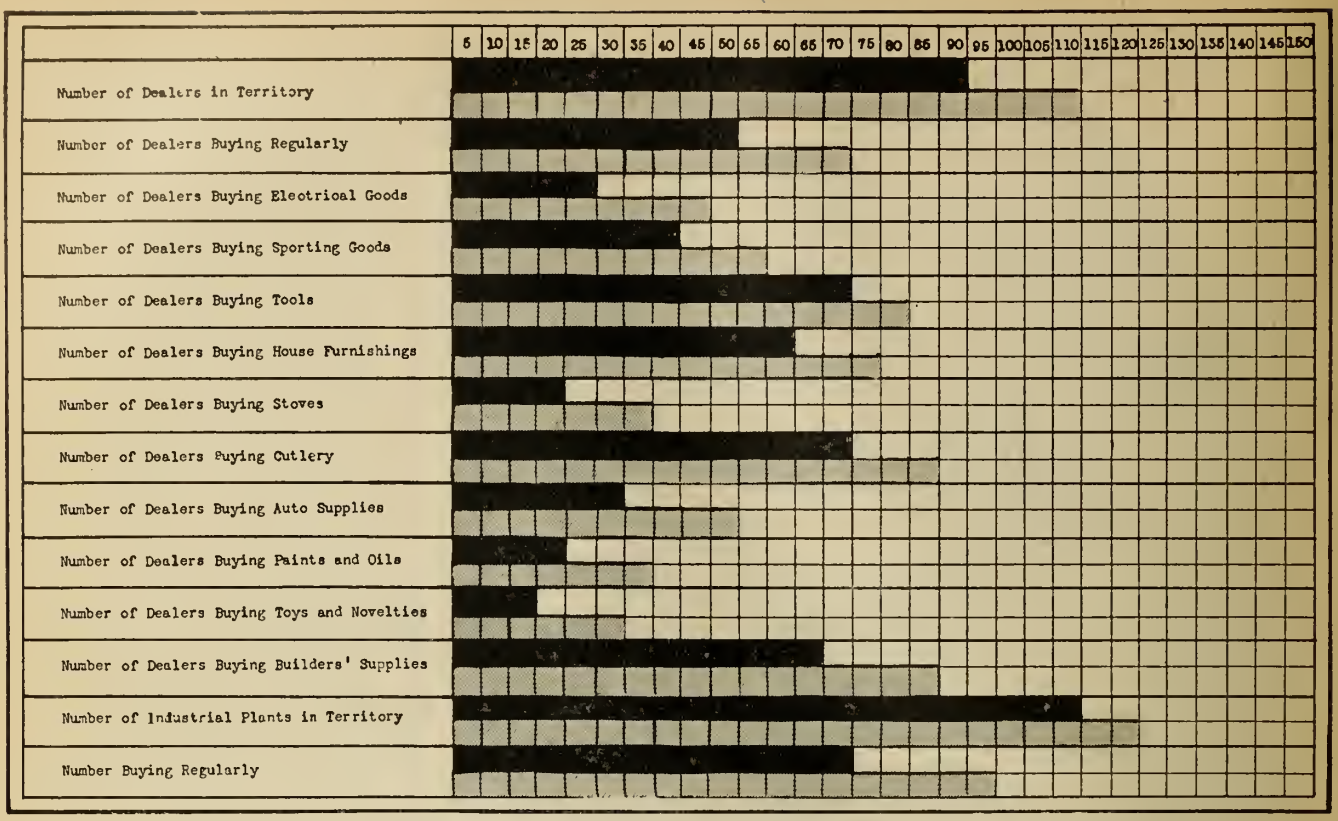

5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100 105 110 115 120 125 130 135 140 145 150
Number of Dealers in Territory
Number of Dealers Buying Regularly
Number of Dealers Buying Electrical Goods
Number of Dealers Buying Sporting Goods
Number of Dealers Buying Tools
Number of Dealers Buying House Furnishings
Number of Dealers Buying Stoves
Number of Dealers Buying Cutlery
Number of Dealers Buying Auto Supplies
Number of Dealers Buying Paints and Oils
Number of Dealers Buying Toys and Novelties
Number of Dealers Buying Builders' Supplies
Number of Industrial Plants in Territory
Number Buying Regularly

Chart used by one salesman to keep track of undeveloped business in his territory. The black lines represent the number of dealers now buying, and the shaded lines (red in the original) represent the number of dealers this salesman expects to sell in a given period.

business. He made it a point to study up on stoves and learn how to present a stove proposition to a dealer.

Based on the investigation in this town (which was typical of the entire territory) this salesman made out a list of all the new equipment he wanted to sell the dealers in his territory. Not half of the dealers had the proper equipment for displaying cutlery—few of them had modern show cases. He secured a special catalog of all the fixtures handled by his firm.

To this catalog he added all of the photographs of modern store fixtures that he could clip from trade papers, advertisements and printed matter. He soon had a selling talk built up on new fixtures that would interest most dealers.

He interested the dealers in advertising their new fixtures. One dealer to whom he sold a big combination set of fixtures held a special sale that almost cleaned out the stock in the new fixtures. He secured a record of everything sold in this sale, and the total cost of the advertising, and special expense connected with the sale. He was astonished to learn that the profits from the sales the first week the fixtures were in had paid the interest on the investment for three years. All the facts about the sales were neatly typewritten and bound together like a lawyer's brief. From this he could build a selling talk based on actual experience. He was able to sell several other dealers the very same set of fixtures and induce them to run a special sale featuring the new fixtures.

"I believe it is possible to double th business the average hardware salesman is getting on such lines as kitchen utensils, household goods, automobile supplies, and electrical goods," says this salesman. His opinion is based on the investigation he made.

The chart on this page shows how one salesman makes a regular picture of the condition in his territory. We did not use actual figures, but changed the figures in every case. But the idea that this salesman uses can be adapted by every man. It gives an instant knowledge of where the business is, and what lines are increasing and what lines are slowing.

The first line shows the total number of dealers in the territory. The next or first red line shows the number that he is selling regularly. Then the next line shows the number of dealers who are buying electrical supplies. The red line shows the quota he sets for himself. It is the number he expects to be selling at the end of a certain time. When there is a drive on certain lines of goods he sets a special quota to be reached for the period of the drive. Otherwise the quota may be monthly or for the entire year depending on the nature of the goods.

But the big thing is that this chart shows just how the territory stands as far as the major divisions of the business are concerned. One look shows where effort is most needed. It is a constant reminder of the overlooked possibilities in every territory. Just for fun check up your own territory on this basis. Can you tell how many dealers in your territory are selling stoves which are purchased from you? Do you know how many dealers are buying most of their cutlery from you? This salesman can tell at a glance, and it doesn't take much time to find out. When he has a special on pocket knives, or when he gets word from the house to push electrical heaters he knows just where he will be most likely to find a ready buyer.

"I wouldn't be without this chart a week under any circumstances, because I plan my work each trip from this chart," says the salesman who explained how he uses the chart.

"Suppose I get a very special price on a few items in the sporting goods line. Checking over my list

The London Advertiser

wishes its patrons—the national advertisers and advertising agencies of Canada and the United States, and others of the advertising fraternity, a very

Merry Christmas

We are old-fashioned enough to think that this good old Yuletide wish still retains something of the original flavour of "goodwill to men." It is in this spirit that *our* wish is framed. May you and yours prosper in 1922.

H. B. Muir

Managing Director

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

London, Canada, Dec. 15th.

United States Representative—
CHAS. H. EDDY CO.,
New York, Boston, Chicago.

I see that I haven't added any sporting goods customers to my list. I save this special until I reach some dealer who handles no sporting goods. I try to sell him on the idea of using them as a leader.

"Usually I am also able to sell him on the idea that it will be well worth while to put in a small stock to take care of the business the special will bring in. Many people come in to buy a special from a store and find that it is not what they want. Then if the merchant has something in stock that suits the customer beter it is easy for him to make the sale. In this way I have been able to add a number of new sporting goods, electrical or household goods accounts that I might have otherwise overlooked. I try to make up the profit the firm sacrifices on specials, by selling them where they will lead to more business.

"The red lines on the chart keep me driving at a denite quota. They keep looking up before me to remind me of the possibilities in my territory—I never have time to wish for more territory with this picture of undeveloped possibilities in my own territory."

This salesman is making money by working with a system. Every salesman who tries this plan will find it is a big help in his daily work, and that at the end of the year his territory will be in definitely better shape than when he started.

✣ ✣ ✣

Overlooks Trade Papers

Editor, *Marketing*:—

A little over a month ago President Mackintosh of Associated Ad Clubs delivered a very interesting address in Toronto. His theme was:

(1) The importance of retail merchants and their clients.

(2) The absolute necessity of national advertisers recognizing their importance and taking steps to educate them to better selling methods.

He has spoken along similar lines in nearly one hundred cities or towns in United States and Canada.

These two points were developed in great detail and in very interesting fashion. Mr. Mackintosh had a large and representative audience and we believe everyone was impressed with the importance of these two vitally important points.

President Mackintosh's remedy was local classes in various centres, using as a textbook a manual that had been prepared under the direction of the Associated Ad Clubs. He intimated that this book had been prepared hurriedly in order to get the work started at once.

Classes of retail salesmen with competent instructors would undoubtedly accomplish much. How much would depend a good deal on the ability and enthusiasm of the instructors.

I am in entire accord with this programme but it seems very strange to me that a man in President Mackintosh's position could speak for an hour and forty minutes on the importance of retail merchants and the necessity for educating them to better sales methods without once mentioning the great force that has been at work for the past fifty years or more and which has accomplished so much in improving the methods of the retail merchants throughout Canada and the United States. I refer to the trade newspapers.

Not only did President Mackintosh make no mention of trade newspapers in his address at Toronto but *Associated Advertising*, the organ of the Associated Ad Clubs, in their November issue, have a leading article reviewing the work of President Mackintosh but failing to mention in any way the work of the trade press that has been done in the past, is being done to-day and can be made much more effective in the future if national advertisers would make use of them.

Go into any town or village in Canada or the United States and you will find some improvement that has been made in a merchant's business that has been taken directly from a trade newspaper.

Trade newspapers run in every issue illustrations of up-to-date store fronts, window displays and interior store arrangements. They give the opinions of the merchants who have adopted these up-to-date display methods with regard to increase in sales and in profits that has accrued to them since they adopted them.

Trade newspapers do not attempt to cover the whole general retail merchandising field. Each field has a paper devoted to its own interests. The editors of the paper are usually practical men who have been in that line of business for years and have made a success of it. These men know the various problems that are before merchants in their own line of business every day and are gathering information on those points, finding out the methods adopted by successful merchants, writing them in interesting and attractive form and giving this information to their readers week by week.

It is no disparagement to Miss Ruth Leigh's excellent book to say that practically all the principles enunciated by her have been covered scores of times in trade newspapers and have been applied directly to the field to which the publication was devoted. Abstract principles make little impression but when examples are given of merchants and clerks who have successfully carried out their ideas then it becomes interesting and there is an inclination to go and do likewise.

That these publications have been successful is shown by the fact that in many lines they have as subscribers 80 to 90 per cent. of the worth while merchants in that field. These men pay from $3.00 to $10.00 per year for a publication.

This work has been going on for periods ranging up to sixty-five years. Even in Canada there are a number of publications which have been in business and have been doing aggressive work for over thirty years. These publications have quite a large list of subscribers who have been taking the paper regularly for twenty years, still larger lists for fifteen years and increasingly larger numbers for shorter periods of time.

These publications are read not only by the merchants themselves but by the clerks. In many cases the merchant marks parts of the paper of special interest to clerks and passes on to them. The more enterprising clerks either make sure that they see the proprietor's copy or subscribe for the paper separately. These are the men who later on go into business for themselves and, realizing the value the trade newspapers were to them as clerks, advise the clerks in their own store to follow the best trade newspapers in the field very carefully.

It seems very strange, therefore, that the President of the Associated Ad Clubs who believes in the power of the printed word, should not give first place to the work that has been done and is being done by the trade newspapers. Surely it shows that the President of the Associated Ad Clubs is out of touch with the retail merchants about whom he is so greatly concerned.

President Mackintosh is quite right in emphasizing the importance of the retail dealer in the merchandising of any article. He is quite right in urging manufacturers and national advertisers to do all they can to assist him in evolving better merchandising plans. But if he would consult the retail merchants themselves he would find that the most economical, the easiest and the most effective method of assisting retail merchants and clerks is to use the machinery that exists at the present time and his advice to national advertisers would be that they use space in every issue of the trade newspaper to acquaint clerks and merchants with constructive suggestions as to how they can increase sales for their particular brand of goods.

The retail merchant is in business to sell goods and to make money. He is looking for suggestions of this kind. It is part of his routine duty to read his trade newspaper each week or each month. Many advertisers are giving him suggestions through advertisements in trade newspapers that are helping to increase his sales and profits. There are still a large number who are not utilizing the machinery that has been built up over a period of over half a century and which they can use to-day at very small cost.

Yours very truly,

H. T. HUNTER,

Vice-President.

The Maclean Publishing Co. Ltd.

✣ ✣ ✣

Ryrie Bros., Ltd., Toronto, are using a limited list of out-of-town papers to advertise their Year Book. The layout closely follows the style adopted for Birks' retail advertising in other cities.

✣ ✣ ✣

David Bean, one of the best known publishers of Western Ontario, one time proprietor of the Waterloo *Chronicle* and also of the Kitchener *Telegraph*, died at his home in Waterloo, Ont., on November 28th, after an illness of several years.

THE Staff and foreign representatives of the **Regina Leader-Post** extend to the national advertisers and to the advertising agencies of Canada and the United States heartiest wishes for a very Merry Christmas and a greater measure of

PROSPERITY DURING 1922

than has been their lot for many a year.

BURFORD HOOKE
Managing Director

Toronto Representative
E. J. GUY
302 Royal Bank Bldg.

Montreal Representative
E. L. McARTHUR
224 St. James Street

Pacific Coast Representative
FRANK E. PAYSON
528 Winch Building
Vancouver B.C.

New York Representative
L. KLEBAHN
17 West 42nd Street

Chicago Representative
H. DeCLERQUE
Mallers Building

Here's Your Audience

approximately 30,000 and every one of them attentive, interested and out to BUY.

and *YOU* can tell your message

to them and feel confident that not a word will fall on deaf ears.

The Saskatoon Daily Star

SASKATCHEWAN'S GREATEST NEWSPAPER

AND

THE SASKATOON PHOENIX

possess these attributes of character in full strength

ATTENTION VALUE

READER INTEREST

READER CONFIDENCE

Three primary requisites of good advertising mediums

situated here in the middle west of Canada

where homes are being made every day —and where each day unfolds economic growth.

Into this condition which surrounds all buying and selling in a marked degree, there goes a medium which is

A TOWER OF STRENGTH, moulding the life and thought; commanding the respect, loyalty and enthusiasm of its readers; holding interest increasingly every day because of its

INTENSELY INTERESTING PAGES and efficient staff

GENTLEMEN—

that medium is

The Saskatoon Daily Star

SASKATCHEWAN'S GREATEST NEWSPAPER

AND

The Saskatoon Phoenix

ONLY Morning Newspaper in Northern Saskatchewan

W. F. HERMAN, *Proprietor*
Also Proprietor of The Border Cities Star, Windsor, Ont.

National Advertising Representatives—

F. W. THOMPSON,
100 King St. West, Toronto, Ont.

W. H. STOCKWELL,
People's Gas Bldg., Chicago, Ill.

C. E. MILLER,
235 Fifth Avenue, New York.

Responsive
Circulation
In a
Rich Territory

We use no premiums or contests.

Every subscriber is an honest-to-goodness reader who buys the paper because he likes it.

The
Daily News

Nelson, B.C.

Member A.B.C.

Packing For Export

Satisfactory packing is one of the most essential operations in the handling of export shipments. Among the various factors that a manufacturer should consider in packing for export are:

(1) The class of goods.
(2) The climatic conditions.
(3) The rail transportation conditions.
(4) The port handling conditions.
(5) The transportation conditions of destination countries or countries intermediate to destination.
(6) Pilfering, especially the outside marking of goods that are strongly susceptible to pilferage.
(7) Consular rules and regulations and the customs duties of foreign countries applied according to the manner that goods are packed.

A very important element for consideration, when goods are being packed, is whether they are for domestic consumption or foreign consumption. A more substantial package is required for goods subject to the numerous rehandlings when destined to foreign countries. A package used for domestic shipment, unless very substantially constructed, should never be used for goods intended for shipment to foreign countries. Different classes of goods require different packing. The climatic condition must be considered; that is, goods that are affected by different climatic conditions should be placed in a container that will protect and keep them in proper condition during their entire movement. A case lining paper can be used that is impervious to salt water, rain, sleet and vermin.

The transportation condition requires consideration due to the fact that at the port of exit and the port of importation the shipment may be handled many times in being transferred, not only from the rail line to the ocean-going vessel, but from rail-line terminals to lighters, and from lighters to vessel, and, at the port of call, from vessel to lighter, and from lighter to docks. At a number of foreign ports, vessels are unable to dock, and, therefore, lightering of goods is necessary.

Overtaxing Facilities

When shipping to the newer countries such as South and Central America, the question of packing is especially important. Port facilities at the smaller places are undeveloped, and goods are landed by barges which go alongside the ship. Frequently these barges come alongside steamers in quite a heavy sea, and are so difficult to handle that packages are subjected to unusually rough treatment, sometimes being handled on the barges without regard to possible breakage resulting from heavier packages being piled on top of lighter ones, etc. Interior service is, at many ports, somewhat primitive and undeveloped, making it necessary to put up goods in packages of moderate weight, so that such primitive facilities will not be overtaxed.

Care should always be taken to follow any special instructions of foreign customers relative to packing. What may seem an unnecessary thing to many is usually very essential and based on some good and logical reason. Failure to follow customer's instructions in the matter of packing is a frequent cause of disagreement and loss of trade.

Carriers, as a rule, refuse to allow claims for losses resulting from risks which

Kitchener
Daily Record

Extends Season's Greetings and Best Wishes

If you have been using the Record during the year now almost over you will be able to judge Record efficiency by the results secured in this field. If you have not been a user of the Record let's get together in 1922 to our mutual advantage. We are growing, over 6,000 circulation now, and we can help you grow.

Member of A.B.C.

The News Record
LIMITED
Kitchener, Ont.

The
WEST NEEDS
YOUR GOODS

Stocks are low in the provinces of Manitoba, Saskatchewan, Alberta and British Columbia. The tremendous distances make the use of established trade papers the only profitable sales force.

Commercial & Retail Merchants' Review
(Established forty years ago and the only paper in the field)
Western Canada Coal Review
(Circulating among the coal mines and retail yards)
Western Canada Contractor
(Devoted to the building and contracting trades)
Western Lumberman
Printed in Vancouver with reader interest circulation assured)

HUGH C. MACLEAN WESTERN
VANCOUVER LIMITED WINNIPEG
MONTREAL—TORONTO—CALGARY
CHICAGO—NEW YORK & LONDON

can be insured against, as for instance, theft or pilferage, leakage, interior breakage or concealed breakage, etc.

The liabilities of a steamship company being restricted, the manufacturer must consider the element of pilfering that his goods might be subject to in transit. With this in view, it is the practice of many shippers to eliminate any description of their goods on the outside of the package, thereby lessening incentive to pilferage. Various clips and reinforcement bands should be used to make it more difficult for the package to be opened, and the marks on the package should only be such as are necessary to indicate the shipper, consignee, port marks, consignee marks and the weights, and whatever regulations are required under the laws of the importing countries.

Consular Regulations

In packing for export, a most essential feature to be known by the manufacturer is the consular regulations, and the effect that the packing would have on customs duties. The various countries have different packing requirements. If goods are not packed according to the requirements of the destination country, the manufacturer or the consignee is liable to a fine, or confiscation of the goods. Duty is often imposed on the gross weight of shipments, and when the duty is on a weight basis, substantial, but conservative, packing should be used.

If buyers, when ordering goods, should request that they be packed in a special manner, which seems peculiar and possibly wrong to the exporter, it is advisable to follow such request exactly, as the special packing asked for will frequently have an important bearing on the assessment of duty. For instance, a buyer might ask that interior containers be of light-weight paper instead of cardboard boxes or cartons. This would indicate that duty is payable on weight of goods and containers, hence the lightest possible container is desired. There is invariably a logical reason for special requests made by foreign buyers, hence the importance of complying with them. Much friction and dissatisfaction has been caused by the failure of exporters to observe special requests of foreign buyers.—*Package Advertiser.*

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DeLong with Bowman Company

R. R. DeLong, associated for several years with the Consolidated Advertising Agency as manager of their Montreal office, has joined the Sydney S. Bowman Company, advertising agents, Montreal, as an executive and director.

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Robt. McLaughlin, founder of the McLaughlin Carriage Company, died at Oshawa, November 23, in his 86th year.

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Advertising for the "Coldbelt Poultry Course," a new departure of the Shaw Correspondence School of Toronto, is being placed by R. C. Smith and Son, Ltd.

✣ ✣ ✣

Weston Wrigley, publisher of *Hardware and Accessories*, has purchased from the Commercial Press Ltd., Toronto, two hardware papers, known as the *Canadian Hardware Journal* and the *Canadian Tire and Accessory Journal*, and commencing January 1st will issue all three in combined form under the name *Hardware and Accessories*, in an enlarged form, the page size being 7¼x10 inches.

Christmas 1921

OPTIMISM is the dominant Key note in the Great Central Dairy Belt.

To minimize the difficulties experienced alike by Producer and Manufacturer in the past year of reconstruction would be foolish.

But in *Ottawa Farm Journal* territory the gravest anxiety of our clients has passed with the assurance of sufficient foodstuffs to carry over their heavy livestocks till the spring.

And the enhanced prices that are bound to obtain then will more than compensate for any 1921 set back, and will keep Eastern Ontario and Western Quebec in the forefront of agricultural Canada.

THE OTTAWA FARM JOURNAL, in voicing appreciation of the continued and loyal support of its clients, anticipates, with confidence, a brighter 1922.

That the Festive Season may be a real joyous one for all our Advertising and Agency friends is the sincere wish of

The Ottawa Farm Journal

A GROWING CIRCULATION

The following A.B.C. circulation averages show the steady growth of

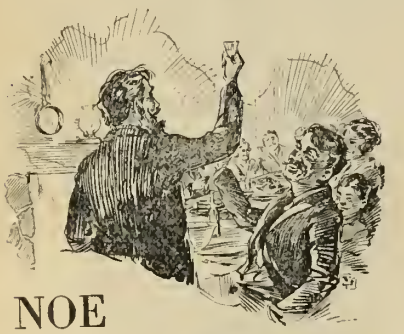
KINGSTON'S big paper

The

Daily British Whig

Oct., 1920 - 6,309
Sept., 1921 - 6,440
Oct., 1921 - **6,516**

The Whig forges steadily ahead, giving its advertisers an ever wider and wider circulation of their announcements.



NOE

that's what you call Xmas . . . By gosh dats de time Ole Jean Batiste like! . . . Every body come back to de ole *chez nous.* Even *mon frere Pamphile* he come all the way from Sudbury—*Sacre bleu!* I must not forget de *w'iskee blanc* for Pamphile he say Ontawrio she's dry and he's got beeg *soif.* After la *Messe de Minuit* we have de grand *Reveillon,* and such a crowd you nevair see—Every body is happy! Every body sing! . . . Dat you have *Joyeux Noel* happy like me —is the wish of your fren' Batiste and de staff of

Le Bulletin des Agriculteurs

French Canada's Only Farm Weekly
63 WILLIAM MONTREAL

New Books for Business Men

A review of some recent additions to the business library. Copies of any of these books may be secured through "Marketing"

The extent to which books dealing with business problems continue to pour from the press is shown in the title of a work of reference issued last year by the H. W. Wilson Co., New York. "2400 *Business Books and Guide to Business Literature*" is a new and up-to-date edition of "1600 *Business Books*" published by the same firm in 1917. The book is far more than a list of 2400 volumes: it is an index to their contents, and forms a complete guide to business literature.

Amongst the recent additions to the 2400 is *Problems in Sales Management,*" (A. W. Shaw Co., Chicago), by Harry R. Tosdal, in which the author shows the application of scientific principles to the newer field of distribution or sales management in manufacturing and wholesale concerns. After the introduction, in which an outline of the field is presented, is given a series of concrete cases or problems based upon the actual experiences of business organizations, and dealing with small concerns as well a slarge. The problems are developed in such a way as to require the exercise of power of analysis and judgment on the part of the reader in making the solution. The book presents a systematic approach to the subject of sales management. In all, there are illustrated 330 vital problems providing a well-rounded course in the subject. If the reader will analyse the problems he will have a thorough working knowledge of sales planning and sales operation. The problems, too, will enable him to crystalize his own problems.

"That we are unable to solve marketing problems more accurately and readily is not due to any irregularity in the nature of the markets themselves, but rather to our ignorance of the facts which bear upon the situation," is the opinion of Percival White, whose book, "*Market Analysis, Its Principles and Methods,*" is published by the Mcgraw-Hill Book Co. Markets, declares Mr. White, are as measurable, as certain, and as determinable as any other phenomenon which obeys fixed laws. They are real, tangible, definite things to be plotted and charted and mapped and reckoned with just as accurately as our knowledge of the facts will allow. How to arrive at these facts in each case is the burden of the book under review. There are nineteen chapters, exclusive of bibliography and index, ranging all the way from "How Market Surveys are Made" to "Applying the Market Survey to Business." The intermediate chapters are logical steps covering the wide range of facts that must be grasped by the manufacturer, salesmanager, advertising agency, and others interested in the scientific analysis and organization of markets.

That marketing is more costly than producing, provides P. D. Converse with the theme of his book, "*Marketing Methods and Policies,*" (Prentice-Hall Inc.). There are many phases of marketing with which Mr. Converse does not deal, but extensive bibliographies are given to enable the student to bridge the gaps. The author, who is the head of the Department of Commerce, University of Pittsburgh, places the emphasis on marketing, and provides a broad outline of the existing machinery. He maintains that the chief function of business is selling, and that accounting, banking, insurance and transportation are only very important aids to the production and marketing of goods. That students of business have been prone to devote themselves more to these aids than to the heart of business — marketing — is Mr. Converse's reason for issuing his carefully compiled 650-page guide to improved marketing methods, increased marketing efficiency and reduced marketing costs.

In "*Effective Direct Advertising,*" (D. Appleton Co., New York) Robert E. Ramsay combines in one book the essential physical, mental and mechanical factors as well as strategic methods involved in the preparation either of a single piece of direct advertising or of an elaborate campaign of many millions of pieces. It would be difficult to conceive of any problem in direct mail advertising that is not handled. The author is peculiarly well-equipped for his task, having had fifteen years experience with "the magic of the mails," including six years' work as a member of the Board of Directors of the D.M.A.A., a position he still holds. The book consists of five parts, part five showing the application of the principles set down in parts one to four, and touching on cost of pieces, campaigns, etc. It is a work that will prove acceptable both to the student and the advanced practitioner. Its thorough index and complete set of cross references constitute it a ready reference guide.

"*Problems in Common Finance,*" (A. W. Shaw Co.), by E. E. Lincoln, seeks primarily to provide in readily usable form problems in finance to be used by the author's large classes in Harvard University. The normal, day-to-day, intimate problems are stressed rather than those of a spectacular and public nature. The interrelation of financial operations in business are shown. All problems submitted and discussed are real ones, drawn by the author from the experiences of a large number of business men and bankers. Hundreds of separate concerns and more than 125 totally different kinds of business and industry are represented. Much material bearing on the internal financial conduct of business concerns has been collected and which is not available elsewhere in printed form.

* * *

The R. C. Smith and Son agency has placed full page copy co-operative advertising for the Book Publishers of Canada, with the daily newspapers. The same agency has also sent out instructions for combined copy signed by Hodder and Stoughton and the MacMillan Company of Canada, Ltd.

No Marks Needed on Engravings for Temporary Use

The "marking law" continues to be met with a great deal of opposition in almost every quarter. It will interest the advertising fraternity to know that through the efforts of the Canadian National Newspapers & Periodicals Association a ruling has been obtained from R. R. Farrow, Commission of Customs and Excise to the effect that engravings, electros, etc. "may be admitted without being marked with an indication of the country of origin, provided the importer makes a statement on the entry that the goods are for temporary use only and are to be exported from Canada".

This ruling, if the "marking law" ever goes into effect, will save the added duty of 10 per cent which is to be imposed on goods not marked with the country of origin.

The law, which now stands posponed until January 1st, and will probably be further posponed until Parliament has had a chance to review it, as was announced in the last issue of MARKETING, is becoming the target of resolutions by quite a number of associations in Canada, and elsewhere. Among the changes which this organized opposition has so far succeeded in bringing about, it may be noted that new regulations regarding piece goods, carpets and oil cloths were announced the other day by the Department of Customs.

Under the new regulations cloth and material in the web or roll will be marked with an indication of the country of origin on one end of each web and on the piece ticket. Carpets will be marked by means of a protruding ticket attached to the edge of each roll at the centre, and linoleums and oil cloths will be marked at one end of each roll either by stamping, stencilling or adhesive label.

The former regulation called for markings every three yards on piece goods capable of being marked without injury, and every five yards on carpets.

One marked exception to the general opposition stirred up by these regulations was given widespread publicity just prior to the election, when large copy, signed by the Canadian Division of the United Typothetae of America, appeared in newspapers in Toronto, Montreal, Ottawa and Hamilton, headed—"In Justice to Canada and Canadian Industry." The burden of these advertisements was to the effect that if Canadians are asked to read advertising produced in other countries, they should have the right to know where it is printed. The copy was placed direct by the publicity committee of the Typothetae at Toronto.

* * *

Export Club for Montreal

The Export Club of Montreal has been formed by about fifty members of the Canadian Manufacturers' Association and others. The new organization will be affiliated with the National Export Club of Canada in Toronto. T. P. Howard was elected Hon. President; F. R. Whittall, president, and Kenneth Dawes and J. A. Lapres, first and second vice-presidents respectively. A strong executive was appointed and a constitution adopted. R. W. Gould is the secretary-treasurer of the new club.

Watch Quebec in 1922

Quebec Reads the Ads— Then Buys

QUEBEC'S sound conservative business principles are bringing her through present difficult selling conditions—and will make her a market worth selling to in 1922.

Get Results via The **TELEGRAPH** QUEBEC P.Q.

The Paper Itself

Never in the history of the London Free Press has it been a better newspaper than it is today—a statement that can be applied to very few papers in this, a day of high costs of production.

In features, news service, editorials, the London Free Press is on the highest plane of a metropolitan newspaper.

That's why the London Free Press, a paper that has always enjoyed the position of home paper in its territory, is several circulation strides in advance of any other publication in the London and Western Ontario field.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	224 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall -	- - - 341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph & Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

What are you waiting for?

Are you waiting for better business conditions? You may have to wait some time.

Meanwhile, your expenses are going on. No one knows when normal times will return. Why wait?

You can make good times for your own individual business right now.

The actual buying in Canada this minute is enormous. Don't feel satisfied with getting merely your natural share of business. You can get more than your share, and make your conditions prosperous by using more and better Direct Mail Advertising ; catalogues, booklets, broad sides.

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6204

Rich Reward

await those who can render service to their fellowmen, but it is essential that you let your fellowmen know that you can serve them efficiently and well. I am ready to serve you in conveying your message for greater service to the people. Now is the opportune time to extend your field of usefulness.

Frederick M. Hahn
General Advertising Service
79 Adelaide Street East, Toronto
Telephone MAIN 7559

Advertising Balloons
There is no surer way of getting your message or slogan right into the homes. Effective yet inexpensive. Trade marks, special designs and any wording can be imprinted.
ROBERTSON & MURPHY Limited
247 St. Paul Street West MONTREAL

BUSINESS MANAGEMENT

A Department Devoted to Plans, Policies and Ideas which Have Been Found of Practical Value by Successful Builders of Business

Cutting Down Duplication Of Envelopes

An eastern concern doing business through branch houses throughout Canada found that it received an average of three letters daily from each branch, which came by first-class mail. With twenty branches this totalled sixty letters a day, where, the office manager figured out, twenty would do just as well. The postage cost three cents, and the envelope and paper and the time taken in addressing was easily worth two cents more, making a total of five cents a letter. The sixty letters from branch offices were costing the firm three dollars a day; counting three hundred days to the business year, it meant that the firm was spending $900 a year, where $300 would probably have done just as well. Special branch office envelopes were prepared and sent to branches with instructions to enclose all mail to the home office in these envelopes. As the branch office correspondence was not especially heavy, the average cost of mailing the larger envelope was no more than that of a smaller one, and so a saving of about $600 was made.

As some of the correspondence between the home office and the branches was of a confidential nature, envelopes of a cheaper grade paper were supplied for use in forwarding confidential matter. These envelopes were enclosed with the rest of the mail in branch office envelopes.

Making The Salesman Think Of The Credit

Practically every business has a certain amount of friction between its credit department and its sales force. The salesman sends in a nice order, only to have it turned down by the credit department. This doesn't make him feel any more friendly toward the credit manager. In an effort to bring these two departments closer together a wholesale house did some experimenting, and finally worked out the following scheme: In place of the usual commission *on sales*, the salesman received a commission on the *net profits* they made for the company. If a customer fails to pay for his goods the salesman is anxious to co-operate with the credit department, for he knows that unless the customer makes good he will lose his commission on the sale. This method is declared to have worked out very well.

Standardized Report Forms For Salesmen

Several large concerns have simplified matters for their salesmen by printing all report forms on standard sized, loose-leaf forms, which can be handily carried in a pocket-size ring-book. The various forms are printed on papers of different tints; one color for his daily report on calls, another for his route lists, another for automobile reports, another for collection reports, another for lost-order reports. The system not only simplifies the work of report filling for the salesman; it saves a great deal of stationery for the house, since the soiled top sheets of the old-fashioned pads make fodder for waste-paper baskets almost daily.

Some firms go a step further and send every important piece of data to their salesmen on a sheet of the same standardized size, so that, instead of getting crumpled or mislaid, it fits neatly into his pocket, and is found without trouble or loss of time.

Wall Flowers As Potential Executives

The head of a large manufacturing concern has been successful in gathering together an exceptionally large staff of able executives, none of whom was well known before he took them into his organization. He explained that he had picked up most of them at trade conventions.

"At every convention," he says, "are found two types of men—one is the chap who is always out in front making speeches, being elected chairman of committees, and so forth; the other is the man whose natural reticence prevents his coming to the front in discussions. His ability may be of a very high grade, but he is too shy to speak up like other fellows. These wallflowers are worth cultivating, I have found. Some of them are busy thinking, while the other fellow is busy spouting."

Acknowledgments That Do Not Accept The Order

When the sales department accepts an order only to find that the credit department refuse permission to ship the goods to the customer, an unpleasant situation arises. To avoid this a writer in *The Credit Monthly* (official organ of the National Association of Credit Men) suggests that the letter acknowledging receipt of the order be worded in such a way that acceptance is left open until the credit department has time to investigate. "Gentlemen, we thank you for your order of —— for ———. Formal acknowledgment, including price, terms, etc., will be mailed to you in a few days."

This is the form used by one company. The point is whether or not the company is obligated to accept the order, even though the credit department, on investigation, is inclined to turn it down. There is a possibility that such a letter might be taken as an acceptance of the order. Here is a letter which is presented as one not so likely to be mistaken: "We thank you for your order or ——. It has been given attention and notice of acceptance will follow in due course."

Losing Money On A Good Guesser

"I can tell by the feel of a piece of mail how much postage it requires," the mail clerk boasted to the office manager. A trial proved him to be a good guesser nine times out of ten. The tenth cost the firm 3c more than was necessary, and during the year was costing them a considerable sum of money, not to mention the unpleasant mood into which the recipient might be thrown by a letter bearing a "postage due."

Public to Blame for Delay in Mail Delivery

The Toronto Postmaster has recently issued a bulletin to the effect that 128,300 pieces of incorrectly and insufficiently addressed mail matter were handled at 55 of the larger post offices during three days of last month. The bulletin says:

"Much trouble is due to careless writing, to the use of a pencil in writing the address, and to failure to give the proper street address or to keep mailing lists up to date. With the Christmas season at hand, bringing immense quantities of mail to be dealt with, it will be necessary that the public adopt more careful methods in the preparation of its mail matter, if the daily average of misdirected mail is not to amount to an overwhelming figure.

"In this connection the following points to be observed are pointed out:

Prepay postage fully.

Address plainly and fully.

Place name and address of sender on all mail matter.

Carefully pack and wrap all articles sent by parcel post, but do not seal the paracels as sealed parcels are subject to letter rate of postage.

Mail Christmas parcels early.

Insure valuable parcels.

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Western Firm Changes Name

The Hugh C. MacLean Co., Limited, of Winnipeg will be known hereafter as the Hugh C. MacLean Western Limited, with head offices in Winnipeg and branches in Vancouver, Calgary, Montreal and Toronto.

When interviewed by MARKETING, Andrew D. MacLean, managing director of the newly inaugurated company, explained that the change was made largely on account of the amount of stock that was held by western managers and others living in the prairie and Pacific Coast provinces.

The Commercial and Retail Merchant's Review, Western Canada Contractor and Builder, Western Canada Coal Review and the *Western Lumberman* (printed in Vancouver) are the papers published by this firm.

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Society Brand Clothes Ltd., Montreal, are now preparing an advertising campaign to dealers announcing an entirely new line of light weight fabrics for summer wear—Palm Beaches, Mohairs, Tropical Worsteds and Florodors.

Every Acre Occupied

The total land area of Prince Edward Island is only 2,184 square miles. With a population of nearly 90,000 this means that practically every acre is occupied. Sales efforts yield big returns per dollar of sales cost among a population so thickly settled and prosperous. The market is easily cultivated through—

Guardian & Examiner P.E.I.

CHARLOTTETOWN

YOUR TRAVELLING SALESMEN

Call on the retail trade. Your sales are in proportion to their industry, their knowledge of the goods they are selling and their enthusiasm in representing you.

THE RETAIL DEALER who stocks your goods

Represents you to the consumer. Your real distribution (the consumption of your product) is in proportion to their knowledge of your goods, their confidence and enthusiasm in selling them.

NOW, face the facts squarely. Are you doing all you can to—

1. Educate the retailer re the merit of your goods.
2. Show him how to sell them best.
3. Enthuse him, to win his commendation of them.

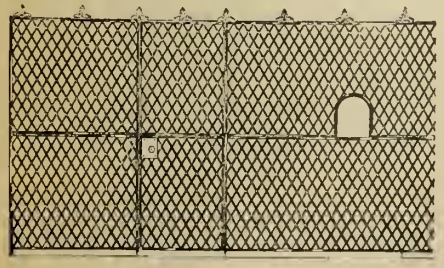
Advertise in

The Retail Grocer and Provisioner
The Retail Druggist
The Canadian Furniture World
The Electrical Dealer and Contractor

The COMMERCIAL PRESS, Limited
51 Wellington W., TORONTO

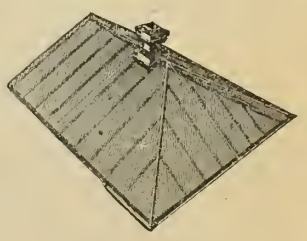
Wirework for Every Factory Need

Wire stock-room enclosures, elevator enclosures, window guards, machinery guards, etc., are made at our plant in standard sizes. We are also prepared to make upon shortest notice, wirework in special sizes for individual needs.



Wire stock-room partition

DENNIS Wirework is giving satisfaction everywhere. We attend promptly to orders and make early shipments.



Wire Skylight Guard

We also make

Steel Lockers, Steel Cabinets, Steel Shelves, Steel Lavatory Compartments, etc. Ornamental Iron and Bronze. General Builders' Ironwork. Commercial Wirework of all kinds.

WRITE FOR FOLDERS.

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Windsor
Winnipeg
Calgary
Vancouver

You Should Have A Set of these Maps

Showing the Distribution of Canada's Population

DESK-SIZE MAPS of each Province of Canada, showing counties, cities, towns and villages, railroad lines—in fact everything that a good map shows, plus the "distribution of population" feature. This makes them ideal maps for the use of sales and advertising managers. You may discover new fields for sales and advertising effort when you get this graphic picture of where the people are. The relative importance of different communities from a trading or advertising standpoint is seen at a glance.

THE population of the entire Dominion is embraced in a set of four maps which we are able to let you have at less than cost of production. Postpaid to any address on receipt of $1.00.

Marketing and Business Management

53 YONGE STREET, TORONTO, CANADA.

Montreal Publicity Association Starts Drive for Members

The Montreal Publicity Association is starting a membership campaign to raise its numbers up to the by-law limit of 350.

With a slogan of "Each member bring a member" the campaign is starting by mail advices, followed by personal work by seven teams, under the direction of Charles N. Valiquet, chairman-in-chief.

The campaign will last a week or more, and it is hoped returns will be in time for the association's Christmas Tree luncheon on December 21. To encourage the work the executive is offering a substantial silver cup as a trophy for the member bringing in the greatest number of new members. This will be the winner's permanent property, and other prizes will also be given.

* * *

New Company Formed to Acquire Pictorial Magazine

The National Pictorial Magazine, hitherto published at Windsor, Ontario, is said to have been acquired by Robert McLelland, Toronto broker, who will shortly form a new company, capitalized at half a million dollars, to produce the magazine in future. The company's plans extend to the erection of a building in Toronto where the *National Pictorial* and associated papers will be published.

* * *

The Press Agency Bureau Ltd., recently sent out instructions covering special copy for Horse Shoe Pads, manufactured by the Dunlop Tire & Rubber Goods Co., Toronto.

* * *

Large copy for the Florida Citrus Exchange, Tampa, Florida, has recently appeared in Canadian dailies. This account is handled by The Thomas Advertising Service, Jacksonville, Fla.

* * *

A. McKim Ltd., advertising agents, have recently sent out instructions covering a new campaign for the Imperial Tobacco Company of Canada Ltd., featuring Rex Smoking Mixture.

* * *

L. Keats, formerly of the Goodyear Advertising Department, and K. L. Newton, recently with the International Nickel Company, have joined the staff of the Hugh C. MacLean Publications.

* * *

The Canadian Advertising Agency is placing copy for King George's Navy Chewing Tobacco, manufactured by the Rock City Tobacco Co., Quebec.

* * *

New accounts recently secured by the Montreal office of McConnell & Fergusson Ltd, include Burnett Porteous & Company, stock brokers; E. L. Hardy & Company, stock brokers; Labatt's Ltd., brewers; Photo-Kraft Studios Ltd., and The North American Investment Company.

* * *

A limited list of dailies is being used to advertise the Eureka Vacuum Cleaner, manufactured by the Eureka Vacuum Cleaner Co., 377 Yonge St., Toronto. Norris Patterson Ltd., advertising agents, Toronto, handle the account.

* * *

Copy for Eddy's Indurated Fibreware Pails has been sent out to some dailies by Smith Denne & Moore Ltd., advertising agents, Toronto, for the E. B. Eddy Co., Ltd., Hull.

Better Business Letters

Continued from page 886

just as soon dispense with his coal pile as he would with his correspondence director, is one that can well find an echo in the mind of many a business man, now actually suffering under results produced by an indifferent correspondence policy.

The greatest drawback that the correspondence executive will find, is not downright intolerance as would seem on first appearance, but something infinitely worse—INDIFFERENCE. There are few things in the world harder to overcome than this trait of self satisfaction on the part of correspondents. There are fewer things, though, that give an executive greater pleasure than the knowledge that he has been able, through the influence of his own personality, to turn this indifference into enthusiasm.

One of the best ways of doing away with indifference, as we have suggested, is to make each correspondent feel that he is an important element in the furthering of better, broader, more effective merchandising policies. In other words, the executive who gives the impression, consciously or otherwise, that he is

THE management and staffs at our three plants in Montreal, Toronto and London extend

CHRISTMAS GREETINGS

to the clients of the

RAPID

Electrotype Company Limited

"We have read with interest FIELD TACTICS FOR SALESMEN, and do not hesitate to pronounce it one of the best books we have ever seen on salesmanship. We have perused a great many so-called text-books for salesmen but have not yet found one that has as much real meat in it as FIELD TACTICS." Hercules Powder Company.

Field Tactics for Salesmen

Showing how other salesmen are doing the things that "can't be done"

One of a series of "how" books designed to promote more effective cooperation between the salesman and various departments of the business, to give him a wider perspective of his duties, and actually to help him to become a bigger and better salesman.

"Field Tactics for Salesmen" is loaded with usable information to pass along to salesmen who are disposed to help themselves. Written in everyday language—quite different from the ordinary dry instruction books; because its purpose is not the same. It is merely intended to show problems that salesmen meet every day and how they are handled. Not what any man thinks could or should be done, but what over 8 000 sales executives have run up against and how the situation was met as illustrated by these examples:

When the Buyer Isn't Interested
Knowing When and How to Close
Turning Objections Into Reasons for Buying
Disposing of Price Objections
More Money With Smaller Territories.

Pocket-size, standard board binding, $1.25 a copy, postpaid. (Special prices on larger quantities).

MARKETING, 53 Yonge Street, Toronto.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

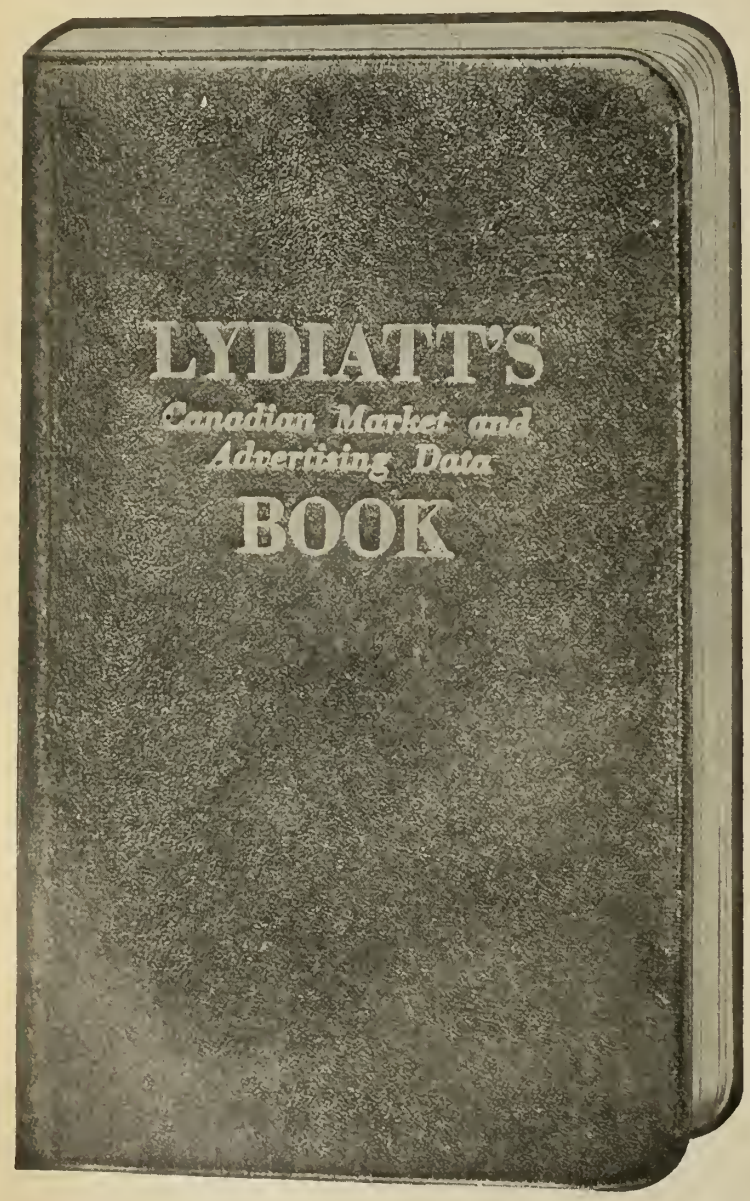
ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

Few Advertising Men
Enter a Conference Without It

"It is quite the most valuable book of its kind that I know of. I seldom go into a conference where such matters as media and rates are going to be discussed without this book in my pocket."

—*D. J. Beatty, Northern Electric Company, Montreal.*



The Ready Reference Desk Book Of Hundreds Of Advertisers

416 Pages. Pocket Size. Leather Bound. $5.00 a Copy.

Obtainable Only From The Publisher

W. A. LYDIATT, 53 Yonge Street, TORONTO

swinging the entire deal himself, is the one that is bound to meet with the greatest opposition.

On the other hand, if he is clever enough to keep his actual accomplishments in the background and let those under him feel that they are responsible for an appreciable share of the progress—his is the earth.

No matter how able an executive may be, or how much he has done, he will find it almost impossible to get co-operation on correspondence matters so long as he assumes even the slightest trace of a dictatorial tone. On the other hand, if he so skilfully words his orders as to make them seem suggestions; if he is clever enough to make those under him, by comparative measures, realize the weakness of their own letters; if through regular letter bulletins, informal talks and, above all, through a genuine undertaking of the fundamental problems of the company, he shows a willingness to *help* others help themselves, he will be a splendid success and have the kind of co-operation that every executive, who is really successful, needs.

Less than five years ago, the percentage of correspondence supervisors was about two to every one hundred concerns, in America. Today the percentage is nearly 33, in the more progressive business institutions. As a matter of simple fact, there aren't enough correspondence executives, who really know their business, to go round. It is by no means unusual for the correspondence executive of today to become the larger executive of tomorrow. That is why it is of the utmost importance that the very best men be selected to assume responsibility for the caliber of our correspondence.

* * *

Work is to start at once on the erection of a plant for the Eugene Phillips Electrical Works at Brockville, Ont.

* * *

A small list of papers are carrying advertising for Bionin Grippe Tablets, manufactured by the Kelpion Company, Toronto. The Baker Advertising Agency Ltd., handles the account.

* * *

Small single column copy for Texeud Braces, made by The Dominion Suspender Co. Ltd., Niagara Falls, Ont., has recently been sent out by the Desbarats Advertising Agency Ltd.

* * *

Dailies in Eastern Canada are carrying double column copy for Primus Coffee, distributed by L. Chapnt Fils & Cie. Instructions have been sent out by the Canadian Advertising Agency, Montreal.

He Can Make 'em Say What He Likes

~and this is no reflection on the Solicitor

One of the wisest advertising men on the North American Continent said recently, "When I listen to a solicitor seeking advertising for a medium not a member of the A. B. C., I think of the ventriloquist who makes his dummies talk—say what they like—and I am not in a position to disprove the queer facts and figures he may endeavor to put across. I have found that the one safeguard in placing my advertising expenditures is to *first* ascertain if the publisher has the right to claim for his publication the 'Sterling' mark of circulation."

ABC TRADE MARK REGISTERED

The "Sterling Mark" of Circulation

~in Any Event, it's Deeds that Count—Not Words

But after receiving an A. B. C. report it should be studied carefully. How many copies of a publication were printed is an important factor—but "where do they go" and "how were the subscriptions obtained" may be of greater importance than mere number of copies circulated.

These facts are fully developed in A. B. C. reports.

The wise advertiser, whether national or local, not only demands but studies A. B. C. statements and auditors' reports.

Audit Bureau of Circulations

202 South State Street · Chicago ·· 152 West 42nd Street · New York

Larger Circulation —*Lower Rates!*

MONTH by month during 1921 the net paid circulation of The Halifax Herald and The Evening Mail has piled up thousand after thousand until now it towers on a pinnacle almost half as high again as a year ago—a 45% increase to be exact.

Not by any artificial stimulus was this remarkable result obtained. On the contrary, subscription rates were maintained at a figure 50% higher than any other Nova Scotian paper.

Larger circulation by 45% yet lower rates by 7 cents per inch. That is what The Halifax Herald and The Evening Mail combination offers you beginning the New Year.

For further information write to our Central Representative, J. B. Rathbone, 95 King St. East, Toronto, or 317 Transportation Bldg. Montreal,—or write direct—

The Halifax Herald
The Evening Mail
The Sunday Leader